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POLICY

FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

BUDGET ESTIMATES FOR THE BIENNIUM 1994-1995

Revised budget estimates for the 1992-1993 biennium and budget estimates for the 1994-1995 biennium

Report of the Administrator

SUMMARY

The Administrator is presenting in the present document his revised budget estimates for the 1992-1993 biennium and his budget estimates for the 1994-1995 biennium.

The revised estimates for the 1992-1993 biennium amount to $479.6 million (gross) and $447.6 million (net) for UNDP core activities. This represents a decrease of $1.5 million.

The revised estimates for the 1992-1993 biennium include a volume decrease of $438,000 relating to the United Nations Volunteers. This is the result of the application of the staffing formula to the United Nations Volunteers budget. Volume increases of $526,000 relating to the core Office for Project Services budget and $3.2 million relating to the Office for Project Services extrabudgetary account are also included.

The budget estimates for the 1994-1995 biennium for UNDP core activities amount to $486.1 million (gross) and $449.4 million (net). The net appropriation proposal includes net volume decreases of $31.3 million relating to the field and $10.5 million relating to headquarters. Cost increases amount to $48.3 million. Income is projected to increase by $4.7 million.

The budget estimates for 1994-1995 include discussion on a number of specific issues raised by the Governing Council. These include the Administrator's proposals relating to the following: the presentation of the budget; the implications of General Assembly resolution 47/199; the senior management structure; the field office structure; measures to enhance accountability, including the regional service centre concept; programme development activities; UNDP presence in Europe, the Commonwealth of Independent States and the Baltic States; and the development support services.

The budget estimates for 1994-1995 for UNDP programme support and development activities amount to $111.5 million (gross). Volume increases amount to $2.4 million (net) for programme development activities; and $150,000 for support to national execution. Volume decreases amount to $438,000 in respect of United Nations Volunteers. Cost increases for programme support and development activities overall amount to $8.1 million, of which $3.2 million represents the application of normal inflation rates to the Office for Project Services.

The budget estimates for the 1994-1995 biennium for the trust funds (United Nations Capital Development Fund, the United Nations Fund for Science and Technology for Development and the United Nations Revolving Fund for Natural Resources Exploration, United Nations Sudano-Sahelian Office and United Nations Development Fund for Women) amount to $30.8 million. Overall, this represents a volume reduction of $1.1 million and cost increases amounting to $3.2 million.

CONTENTS

	Paragraphs	Page
List of abbreviations		9
I. OVERVIEW	1 - 14	13
A. Executive summary	1 - 13	13
Table I. Revised 1992-1993 and proposed 1994-1995 biennial budget estimates showing gross, income and net estimates, by appropriation line		17
B. Composition of UNDP budget, 1994-1995	14	18
Graph 1. Staffing by location		19
Graph 2. Expenditure by location		19
Graph 3. Staffing by category		20
Graph 4. Total expenditure by category		20
II. PRESENTATION	15 - 16	21
III. METHODOLOGY	17 - 28	22
A. Volume adjustments	19 - 20	22
B. Various cost adjustments	21 - 22	23
C. Currency adjustments	23	23
D. Inflation adjustments	24 - 28	24
IV. REVISED BUDGET ESTIMATES FOR THE 1992-1993 BIENNIUM	29 - 44	24
A. UNDP core biennial budget: cost adjustments	29 - 33	24
Table IV.1. Proposed changes in the gross budget estimates for the 1992-1993 biennium, indicating amounts attributable to volume and category of cost		26
B. United Nations Volunteers	34 - 38	27
C. Office for Project Services	39 - 44	28
Graph 5. Office for Project Services: total project delivery by source of financing		29

/...

CONTENTS (continued)

	Paragraphs	Page
Graph 6. Office for Project Services: project delivery and Professional staff		30
Table IV.2. Office for Project Services: revised administrative budget estimates for the 1992-1993 biennium		33
Table IV.3. Office for Project Services: revised extrabudgetary estimates for the 1992-1993 biennium		34
V. BUDGET ESTIMATES FOR THE 1994-1995 BIENNIUM: THE CORE BUDGET	45 - 142	35
A. Resources	45 - 48	35
Table V.1. Use of UNDP resources, 1992-1995		35
B. Senior management structure	49 - 52	36
C. Headquarters budget strategy	53 - 89	38
Table V.2. Staff changes: UNDP core (headquarters)		40
D. Field office budget strategy	90 - 110	47
Table V.3. Elements of the field office budget strategy		48
Table V.4. Gross and net field office budgets		49
Table V.5. Comparison of country IPFs with field office budgets (by region)		49
Table V.6. Net result of proposed changes in UNDP core field office staffing, 1992-1995		50
Table V.7. Regional service centre: budget estimates for the 1994-1995 biennium		53
E. Europe and the Commonwealth of Independent States	111 - 130	54
Table V.8. UNDP field presence in Europe and the Commonwealth of Independent States: cost estimates and sources of financing. 1994-1995		59

CONTENTS (continued)

		Paragraphs	Page
	F. Management of change: human resource aspects	131 - 134	62
	G. Cost adjustments	135 - 142	64
	Table V.9. UNDP: summary of proposed increase/ decrease in the gross budget estimates for the 1994-1995 biennium, indicating amounts attributable to category of cost		66
VI.	ANALYSIS OF THE FIELD STRUCTURE	143 - 196	67
	A. Introduction	143 - 154	67
	Table VI.1. Expenditures on operational activities of the United Nations system in 1991		69
	B. The principle of universality	155 - 162	70
	Table VI.2. Distribution of international Professional staff		70
	C. Analysis of field office workload	163 - 183	72
	Table VI.3. UNDP field office workload: percentage breakdown of staff time		74
	D. Structure and resources: summary	184 - 196	77
	Table VI.4. Resources and staffing by source of financing: overview		78
	Table VI.5. Composition of management services by region (1992 estimated)		79
VII.	BUDGET ESTIMATES FOR THE 1994-1995 BIENNIUM: PROGRAMME SUPPORT AND DEVELOPMENT ACTIVITIES	197 - 258	81
	A. Programme development activities	197 - 227	81
	Table VII.1. Programme development activities: international Professional posts by source of funding: 1992-1993 approved and 1994-1995 proposed: Headquarters		82

/...

CONTENTS (continued)

	Paragraphs	Page
Table VII.2. Programme development activities: International and local Professional posts by source of funding: 1992-1993 approved and 1994-1995 proposed: Field offices		90
B. Headquarters and field support to national execution	228 - 235	91
C. Office for Project Services	236	92
D. United Nations Volunteers, 1994-1995	237 - 241	92
E. Inter-Agency Procurement Services Office	242	93
F. Development Support Services	243 - 258	94
Table VII.3. Development Support Services: Status of utilization during the 1990-1991 biennium, by region		95
Table VII.4. Development Support Services: Contracts by category during the 1990-1991 biennium, by region		96
VIII. THE TRUST FUNDS: BUDGET ESTIMATES FOR THE 1994-1995 BIENNIUM	259 - 269	99
A. Overview	259 - 260	99
B. United Nations Capital Development Fund	261 - 262	99
Table VIII.1. UNCDF: Resource planning table, 1990-1995		100
C. United Nations Development Fund for Women	263 - 264	101
Table VIII.2. UNIFEM: Resource planning table, 1990-1995		102
D. United Nations Fund for Science and Technology for Development/United Nations Revolving Fund for Natural Resources Exploration	265	102
Table VIII.3. UNFSTD/UNRFNRE: Resource planning table, 1990-1995		103

/...

CONTENTS (continued)

		Paragraphs	Page
E.	United Nations Sudano-Sahelian Office	266 - 268	103
	Table VIII.4. UNSO: Resource planning table, 1990-1995		104
F.	Technical support budgets of the funds	269	105
	Table VIII.5. Technical support budgets, 1992-1995		105

Annex: Tables

Table 1. UNDP revised budget proposals for the 1992-1993 biennium, showing estimated extrabudgetary income from external sources 106

Table 2. UNDP budget proposals for the 1994-1995 biennium, showing estimated extrabudgetary income from external sources 107

Table 3. Estimated distribution of UNDP gross budget estimates for the 1992-1993 and the 1994-1995 bienniums, by programme and organizational unit 108

Table 4. (a) Estimated distribution of revised UNDP gross budget estimates for the 1992-1993 biennium, by source of funds, appropriation line and major category of expenditure 110

(b) Estimated distribution of proposed gross budget estimates, for the 1994-1995 biennium, by source of funds, appropriation line and major category of expenditure 111

Table 5. Estimated distribution by object of expenditure category of UNDP gross biennial budget estimates for UNDP core activities: 1992-1995 112

Table 6. (a) Estimated distribution of revised UNDP gross budget estimates for the 1992-1993 biennium for electronic data processing and related expenditures 114

(b) Estimated distribution of proposed UNDP gross budget estimates for the 1994-1995 biennium for electronic data processing and related expenditures 115

Table 7. UNDP estimates for the 1994-1995 biennium for activities financed from extrabudgetary sources, by source of funds and organizational unit 116

Table 8. UNDP estimates for activities financed from extrabudgetary sources by major category of expenditure, 1992-1995 118

CONTENTS (continued)

Page

Table 9. Government local office cost contributions, 1994-1995 119

Table 10. Proposed UNDP staffing requirements for the 1994-1995 biennium 127

List of abbreviations

A	Administrator
AA	Assistant Administrator
AsA	Associate Administrator
ACABQ	Advisory Committee on Administrative and Budgetary Questions
AO	Administrative Officer
ARP	Assistant Resident Representative: Programme
BPPE	Bureau for Programme Policy and Evaluation
BER	Bureau for External Relations
BFA	Bureau for Finance and Administration
CCAQ	Consultative Committee on Administrative Questions
CCSQ	Consultative Committee on Substantive Questions
CEO	Central Evaluation Office
CGIAR	Consultative Group on International Agricultural Research
CSA	Field Office Common Services Account
DAMR	Division for Audit and Management Review
DAIS	Division for Administrative and Information Services
DAMS	Division for Administrative and Management Services
DECIS	Division for Europe and the Commonwealth of Independent States
DER	Division for External Relations
DGIP	Division for Global and Interregional Projects
DMIS	Division of Management Information Services
DOF	Division of Finance
DHA	Department of Humanitarian Affairs (United Nations Secretariat)
DMTP	Disaster Management Training Programme
DPA	Division for Public Affairs
DOP	Division of Personnel

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DPSD	Division for Private Sector Development
DRR	Deputy Resident Representative
DSS	Field Office Development Support Services
EBRO	European Bank for Reconstruction and Development
ECE	Economic Commission for Europe
EDP	Electronic data processing
EEC	European Economic Community
FSL	Field-service level
GEF	Global Environment Facility
GS	General Service
GCCC	Government cash counterpart contributions
GLOC	Government contributions to local office costs
GNP	Gross national product
HDO	Human Development Office
HIV/AIDS	Human immunodeficiency virus/acquired immune deficiency syndrome
IAEA	International Atomic Energy Agency
IAPSO	Inter-Agency Procurement Services Office
IBRD	International Bank for Reconstruction and Development
ICSC	International Civil Service Commission
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
IMIS	Integrated Management Information System
INRES	Information Referral System
IOA	International office assistant (FSL)
IPF	Indicative planning figure
JCGP	Joint Consultative Group on Policy

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JIU	Joint Inspection Unit
JPO	Junior Professional Officer
LDC	Least developed country
LGS	Local General Service staff
M	Manual worker
MDP	Management Development Programme
NATCAP	National technical cooperation assessment and programmes
NCC	Net contributor country
NGO	Non-governmental organization
NO	National officer
NYCS	New York Computing Service
OBM	Office of Budget and Management
OM	Operations Manager
OP	Other Professionals, particularly economists in UNDP field offices
OPS	Office for Project Services
PCO	Planning and Coordination Office
PDA	Programme development activities
PSDD	Programme Support and Development Division
PO	Programme Officer
POWER	Programme operations workbench and reporting prototype
PRODERE	Development Programme for Displaced Persons, Refugees and Returnees
PSDA	Programme support and development activities
RBA	Regional Bureau for Africa
RBAP	Regional Bureau for Asia and the Pacific
RBAS	Regional Bureau for Arab States
RBLAC	Regional Bureau for Latin America and the Caribbean
RMU	Resource Mobilization Unit

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RR	Resident Representative
RSC	Regional Service Centre
SMF/LDC	Special Measures Fund for the Least Developed Countries
SPR	Special Programme Resources
TCDC	Technical cooperation among developing countries
TOKTEN	Transfer of Knowledge through Expatriate Nationals
TSB	Technical support budget
UNCDF	United Nations Capital Development Fund
UNCED	United Nations Conference on Environment and Development
UNCTAD	United Nations Conference on Trade and Development
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNFSTD	United Nations Fund for Science and Technology for Development
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNISTAR	United Nations Short-Term Advisory Resources
UNJSPF	United Nations Joint Staff Pension Fund
UNRFNRE	United Nations Revolving Fund for Natural Resources Exploration
UNSO	United Nations Sudano-Sahelian Office
USAID	United States Agency for International Development
UNTAC	United Nations Transitional Authority in Cambodia
UNV	United Nations Volunteers
WFP	World Food Programme
WHO	World Health Organization
WID	Women in development
WMO	World Meteorological Organization

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I. OVERVIEW

A. Executive summary

1. The Administrator is presenting the revised 1992-1993 budget estimates and the 1994-1995 budget estimates.

The revised 1992-1993 budget estimates

2. The revised core budget estimates for 1992-1993 do not contain any volume adjustments. The net effect of various cost, inflation and currency adjustments is a downward adjustment of $1.5 million in the core budget, from $481.1 million to $479.6 million.

3. The revised budget estimates for 1992-1993 for UNV contain a volume downward adjustment amounting to $438,000 due in particular to the application of the staffing formula.

4. The revised budget estimates for 1992-1993 for OPS contain a volume increase of $526,000 relating to the core OPS budget and $3.2 million relating to the OPS extrabudgetary account. These increases relate to one Professional and three General Service posts for the core and 7 Professional and 13 General Service posts for the extrabudgetary account. All increases are fully funded from within OPS earned income.

The 1994-1995 budget estimates

Strategic focus

5. The Administrator's 1994-1995 budget estimates represent a strategic response to a changing environment; an environment in which choices can support the continuing and critical contribution of UNDP to global development challenges. In particular, the budget takes account of a number of significant developments:

(a) Overall resource constraints make it essential to seek cost efficiency at every opportunity. The Administrator is proposing the implementation of a budget strategy that achieves a core volume reduction of $41.8 million;

(b) The ever-increasing challenges confronting UNDP make it essential that these reductions be made selectively and strategically by examining, rationalizing and streamlining business functions and decentralizing and delegating responsibility. The Administrator is proposing a range of management initiatives that make it possible to achieve cost reductions, increase delegation of authority and enhance accountability;

(c) Within the overall budget reduction targets set, the Administrator proposes to reallocate some modest resources, amounting to $2.8 million, to provide a field capacity to follow up on the UNCED conference and to respond more decisively to the tragedy of the HIV/AIDS pandemic. This will strengthen the substantive capacity of field offices to support the function of the resident coordinator; in line with paragraph 24 of General Assembly resolution 47/199;

(d) In presenting the 1994-1995 budget estimates, the Administrator reasserts the critical importance of the UNDP field office network. In this regard, he seeks to demonstrate with greater transparency the significant workload undertaken by UNDP field offices on behalf of the United Nations operational system as a whole. The workload study indicates that, in aggregate, 29 per cent of field office time is spent on system-wide work. For the first time, this element is reflected in a separate appropriation line;

(e) The proposed budget supports the overall restructuring initiatives taken by the Secretary-General. In this context, the budget contains the reduction/downgrading of two posts at the Assistant Secretary-General level and 10 posts at the D-2 level. (The net reduction in D-2 posts is 9.)

Financial summary

6. The net core budget for 1994-1995 amounts to $449.4 million. (This includes the support for the operational activities of the United Nations.) By way of comparison, the existing appropriation level for the 1992-1993 net core budget is $449.1 million.

7. Major volume features are as follows:

(a) The overall volume reduction amounts to $41.8 million. This compares with a target established by the Governing Council in decision 92/37 of $30-40 million;

(b) The headquarters reduction amounts to $10.5 million. This includes the elimination in 21 Professional level and 42 General Service level posts. Of the $10.5 million, $6.4 million is accounted for by reductions in central services;

(c) The field reduction amounts to $31.3 million:

(i) $10.4 million relates to the Africa region, representing 8 per cent of the total net budget for that region;

(ii) $9.6 million relates to the Asia region, representing 15 per cent of the total net budget for that region;

(iii) $6.3 million relates to the Latin American region, representing 16 per cent of the total net budget for that region;

(iv) $4.5 million relates to the Arab States region, representing 12 per cent of the total net budget for that region;

(v) In addition, government local office cost contributions are expected to increase by $4.7 million; of this, $3 million relates to Latin America and the Caribbean;

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(d) There are increases in the core field budget relating to two elements:

(i) $880,000 has been allocated from the core budget for the implementation of the regional service centre concept;

(ii) A technical adjustment has been introduced to extend the $3 million approved in Governing Council decision 92/43 for use in the Commonwealth of Independent States from the original 18-month period to a full 24-month biennial period. This adjustment amounts to $1 million. An additional volume increase of $0.3 million relating to the strengthening of the office in Uzbekistan is proposed;

(e) Two Professional posts and three General Service posts originally allocated to the former Yugoslavia have been transferred to the Division of Europe and the Commonwealth of Independent States.

8. Cost adjustments relating to the core budget for 1994-1995 result in an increase of $48.3 million.

9. The programme development appropriation budget for 1994-1995 amounts to $26 million. Major volume changes are as follows:

(a) A reduction at headquarters of $369,000;

(b) An increase in the field of $1.9 million relating to the creation of a network of local national officer posts in the area of sustainable development;

(c) An increase in the field of $0.9 million relating to the creation of a network of local national officer posts in the area of HIV/AIDS.

10. The support to the national execution budget for 1994-1995 amounts to $3.2 million. Volume adjustments relate to:

(a) A redeployment of $340,000 to the regional service centre;

(b) An increase of $150,000 for the regional service centre.

11. There are no significant volume adjustments in the rest of the programme support and development activities budget for 1994-1995, namely the United Nations Volunteers, the Inter-Agency Procurement Services Office, and the Development Support Services.

12. The total increase for the programme support and development activities budget for 1994-1995 is $10.2 million, of which $8 million relates to cost adjustments. This includes the application of projected inflation to the Office for Project Services.

13. The 1994-1995 budgets for the trust funds include the following volume adjustments:

(a) For United Nations Capital Development Fund, a reduction of one Professional post, offset to some extent by a number of reclassifications at the middle management level. The volume reduction amounts to $0.1 million;

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(b) For the United Nations Sudano-Sahelian Office, a reduction of two Professional posts in the core budget and some redeployment within the budget of the UNDP-UNSO/UNEP joint venture. The volume reduction amounts to $1 million;

(c) For the United Nations Development Fund for Women, an increase in one General Service post as well as some reclassification at the mid-management level result in a volume increase of $0.3 million;

(d) For the United Nations Revolving Fund for Natural Resources Exploration/United Nations Fund for Science and Technology for Development, the volume reduction amounts to $0.3 million.

Cost adjustments for each of the funds are reflected in the relevant tables.

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Table I. Revised 1992-1993 and proposed 1994-1995 biennial budget estimates showing gross, income and net estimates, by appropriation line

(Thousands of dollars)

Source of funds/appropriation	1992-1993				Revised Estimate	1994-1995			
	Approved Appropriations	Increase/(decrease)				Increase/(decrease)			Total 1994-1995 estimates
		Volume	Cost	Total		Volume	Cost	Total	
I. RESOURCES of UNDP									
A. UNDP core activities									
Headquarters	147 871.8	0.0	381.8	381.8	148 253.6	(10 479.2)	11 585.0	1 105.8	149 359.4
Field offices	333 220.7	0.0	(1 898.3)	(1 898.3)	331 322.4	(31 335.0)	36 754.5	5 419.5	336 741.9
Gross UNDP core activities	481 092.5	0.0	(1 516.5)	(1 516.5)	479 576.0	(41 814.2)	48 339.5	6 525.3	486 101.3
Estimated income a/	(32 000.0)	0.0	0.0	0.0	(32 000.0)	(4 700.0)	0.0	(4 700.0)	(36 700.0)
Net UNDP core activities	449 092.5	0.0	(1 516.5)	(1 516.5)	447 576.0	(46 514.2)	48 339.5	1 825.3	449 401.3
B. Programme support and development activities b/									
Programme development activities	20 736.3	0.0	549.7	549.7	21 286.0	2 412.9	2 290.6	4 703.5	25 989.5
Project/programme implementation gross/net appropriations									
DSS	5 788.7	0.0	0.0	0.0	5 788.7	0.0	436.3	436.3	6 225.0
OPS	32 275.0	526.4	(8.1)	518.3	32 793.3	0.0	3 236.3	3 236.3	36 029.6
IAPSO	5 675.1	0.0	(5.7)	(5.7)	5 669.4	0.0	429.1	429.1	6 098.5
UNV	30 830.8	(438.0)	335.4	(102.6)	30 728.2	(438.0)	1 417.1	979.1	31 707.3
National execution	2 680.4	0.0	10.2	10.2	2 690.6	150.0	320.9	470.9	3 161.5
Total project/programme implementation services	77 250.0	88.4	331.8	420.2	77 670.2	(288.0)	5 839.7	5 551.7	83 221.9
Programme support	2 300.0	0.0	0.0	0.0	2 300.0	0.0	0.0	0.0	2 300.0
Total programme support and development activities	100 286.3	88.4	881.5	969.9	101 256.2	2 124.9	8 130.3	10 255.2	111 511.4
C. Total resources of UNDP									
Gross appropriations	581 378.8	88.4	(635.0)	(546.6)	580 832.2	(39 689.3)	56 469.8	16 780.5	597 612.7
Estimated income	(32 000.0)	0.0	0.0	0.0	(32 000.0)	(4 700.0)	0.0	(4 700.0)	(36 700.0)
Net UNDP resources	549 378.8	88.4	(635.0)	(546.6)	548 832.2	(44 389.3)	56 469.8	12 080.5	560 912.7
II. RESOURCES OF TRUST FUNDS: GROSS/NET APPROPRIATIONS									
UNCDF	10 627.2	0.0	138.8	138.8	10 766.0	(137.0)	1 195.1	1 058.1	11 824.1
UNFSTD and UNRFNRE	4 481.2	0.0	(124.6)	(124.6)	4 356.6	(300.4)	187.2	(113.2)	4 243.4
UNSO	8 038.2	0.0	(33.9)	(33.9)	8 004.3	(997.1)	1 047.7	50.6	8 054.9
UNIFEM	5 347.4	0.0	258.2	258.2	5 605.6	297.0	737.4	1 034.4	6 640.0
Total resources of trust funds	28 494.0	0.0	238.5	238.5	28 732.5	(1 137.5)	3 167.4	2 029.9	30 762.4
III. GRAND TOTAL									
Gross appropriations	609 872.8	88.4	(396.5)	(308.1)	609 564.7	(40 826.8)	59 637.2	18 810.4	628 375.1
Estimated income	(32 000.0)	0.0	0.0	0.0	(32 000.0)	(4 700.0)	0.0	(4 700.0)	(36 700.0)
Net UNDP appropriations	577 872.8	88.4	(396.5)	(308.1)	577 564.7	(45 526.8)	59 637.2	14 110.4	591 675.1

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a/ Includes estimated income of $32.0 million for host government contributions in cash.

b/ Includes: human development, sustainable development, private sector and technology, public sector management, TCDC/INRES and Economists

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B. Composition of UNDP budget, 1994-1995

14. An overview of the breakdown of the UNDP core budget, in terms of number of staff as well as expenditure, is provided in graphs 1-4. Graph 1 shows that 88 per cent of UNDP staff funded from the core budget are located in the field, and, as can be seen from graph 2, almost 69 per cent of the core budget is spent by the field offices. Graphs 3 and 4 provide the distribution of staff by category and the distribution of expenditure by category, respectively.

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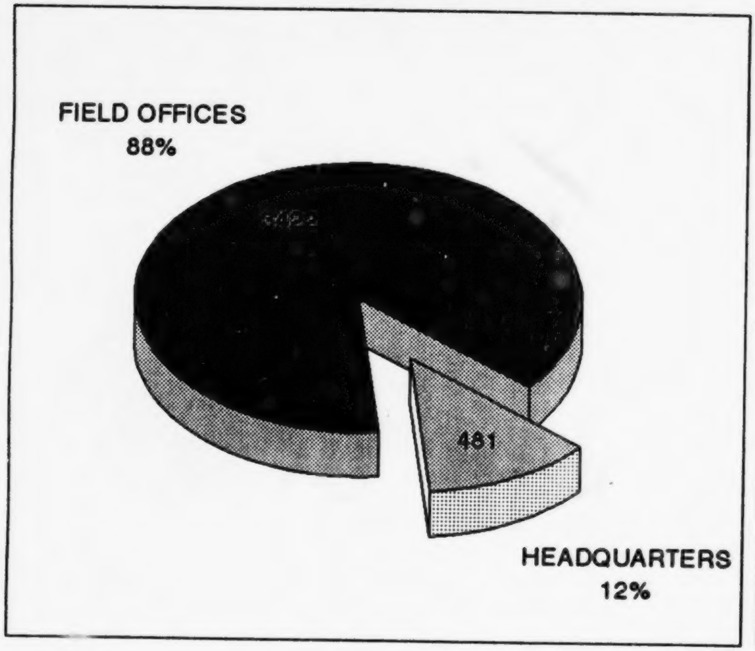
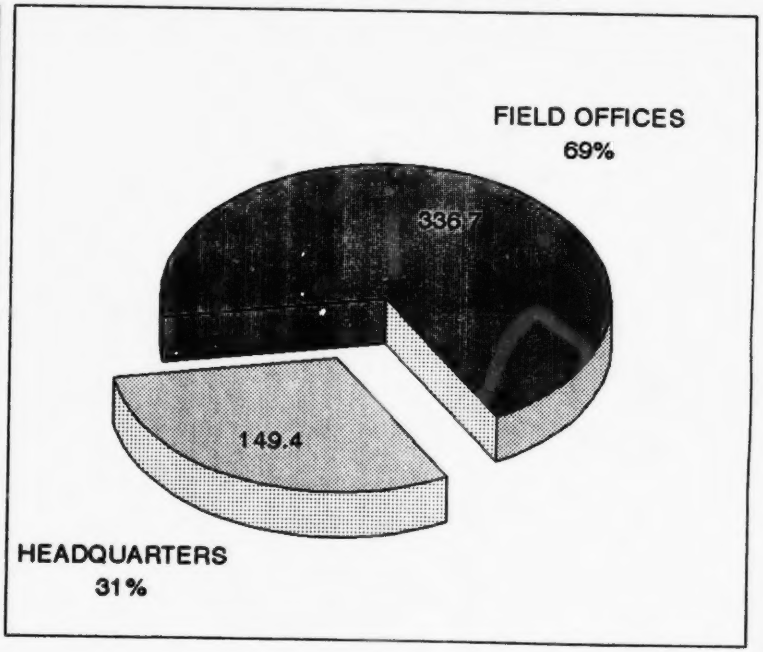
CORE BUDGET, 1994-1995

Graph 1. Staffing by location

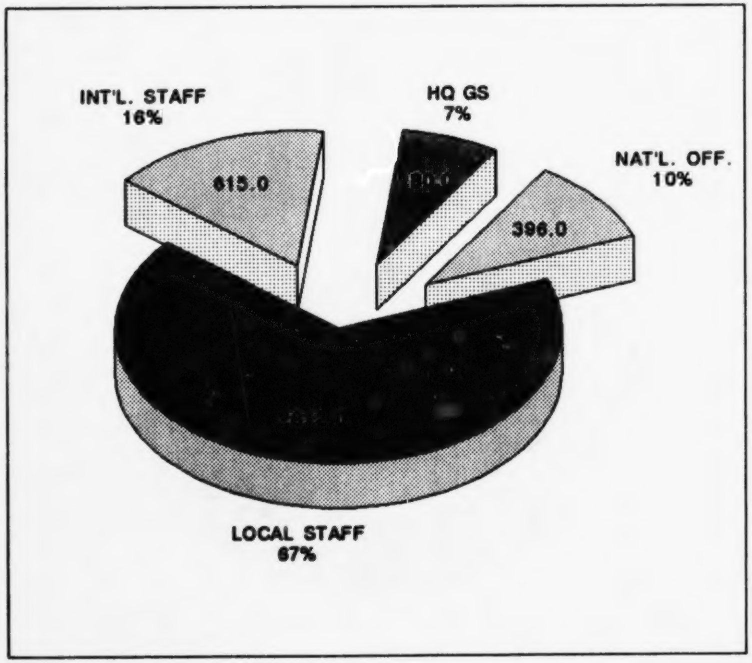


Graph 2. Expenditure by location
(millions of US dollars)

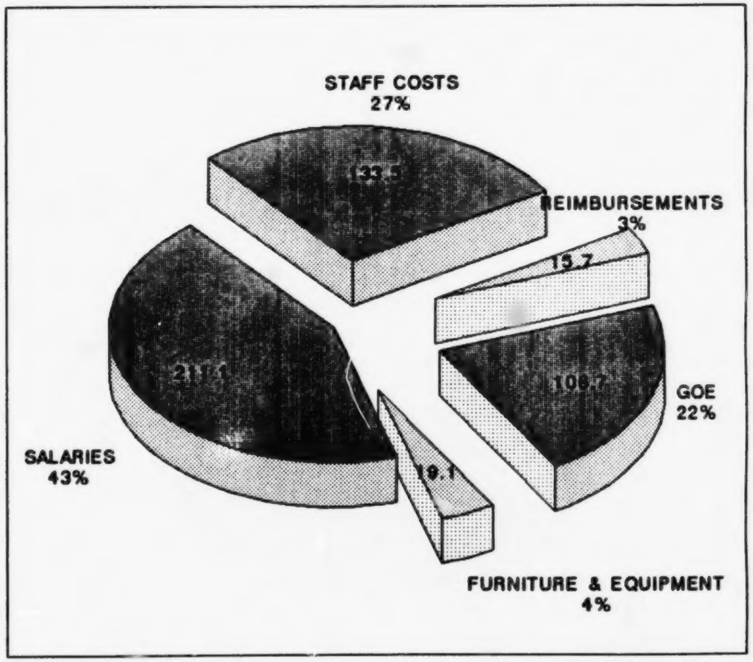


CORE BUDGET, 1994-1995

Graph 3. Staffing by category



Graph 4. Total expenditure by category
(millions of US dollars)



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II. PRESENTATION

15. The 1992-1993 revised budget estimates and the 1994-1995 budget estimates include a number of presentational innovations. These relate specifically to the implementation of a number of elements contained in Governing Council decisions 91/46, 92/37 and 92/43. The innovations are as follows:

(a) As requested by the Governing Council in paragraph 3 of its decision 91/46, the Administrator's budget is contained in one volume. In order to ensure that this one volume is comprehensive, the following modifications have been introduced:

(i) Information on host government obligations towards local office costs is provided in table 9. This information was formerly presented in volume II;

(ii) The staffing tables contained in the former table 9 have been expanded to provide more transparent information regarding the non-core units and trust funds. This detailed information was formerly provided in volume II and would not have been otherwise available, even at an aggregate level of information, in volume I.

The consolidation of information in one volume has followed the principle that there should be no loss of information at an aggregate level available to the Governing Council in the budget. The adjustments relating to host government contributions and the staffing tables implement this principle.

The Administrator will make available to all members of the Governing Council and of ACABQ supplementary information as referred to in paragraphs 3 and 4 of Governing Council decision 91/46. This supplementary information will provide the unit-level detail that is presented at an aggregate level in the budget. This information was formerly contained in volume II. The supplementary information will consist of tables only. Any significant unit-level changes or adjustments requiring explanation or justification are therefore discussed in the present document. Information is also included regarding project-funded posts at headquarters by source of funding, in pursuance of paragraph 4 of Governing Council decision 91/46;

(b) In line with paragraph 19 of Governing Council decision 92/37, the Administrator is presenting a new appropriation line entitled "Support to the operational activities of the United Nations". As indicated by the Administrator in paragraphs 39 and 40 of document DP/1992/40, this new line is being treated from a budgetary management perspective as a subvention to the core budget appropriation. For the field offices, gross budgets are appropriated, including the sum of the core and support to operational activity appropriation lines.

The new appropriation line serves to provide a more transparent presentation, clearly identifying costs related to operational system support as a whole. As shown in table 2 of the annex to the present document, only the appropriation decision includes a breakout reflecting the new line. All budget tables reflecting the composition of field office costs represent gross budget tables, including both core field office costs and the costs associated with support to the operational activities of the United Nations;

(c) In paragraph 11 of its decision 92/43, the Governing Council appropriated $3 million for the UNDP presence in the Commonwealth of Independent States and the Baltic States. For presentational purposes, this has been reflected in the base 1992-1993 budget appropriation decision in the field appropriation. For management purposes, the $3 million allocation has been treated as distinct and separate.

Against this background, the allocation for the Commonwealth of Independent States, the Baltic States and Georgia has been reflected in a separate line under the Division for Europe. It appears in this form in tables 3 and 5 of the annex to the present document. In the context of categories of expenditure, this allocation is treated as a lump-sum reimbursement line. The composition of costs within the allocation has therefore not been apportioned to the relevant categories of expenditure (e.g., staff costs, general operating expenditures) but is shown as a separate and distinct line. Table V.8 provides comprehensive information on the composition of costs in the allocation. The Administrator believes that this presentation responds to Governing Council decision 92/43;

(d) As requested by the Governing Council in paragraph 2 of its decision 91/46, a succinct overall summary has been provided at the beginning of the budget proposals.

16. With the exception of the adjustments indicated above, the budget proposals are presented in the same form and manner as for the 1992-1993 budget.

III. METHODOLOGY

17. The methodology used to prepare these estimates remains exactly the same as that applied for the original and revised estimates pertaining to every biennial budget since the 1984-1985 budget. The approach involves several sequential steps in calculating the estimates. The results of each of these steps is reflected in a separate column in the budget presentation. The Administrator continues to believe that the methodology described below provides the Governing Council with the best possible overview of the UNDP biennial budget.

18. Following is a summary of these steps as they have been applied in formulating the 1994-1995 biennial budget estimates. Tables IV.1 and V.9 illustrate the application of the methodology to these estimates.

A. Volume adjustments

19. First, using the revised 1992-1993 estimates as a base, the real increases or decreases in requirements have been calculated and designated as volume changes. In a sense, volume changes, as defined, represent the controllable elements in the estimates, subject to the Administrator's assessment of what UNDP requires to perform the tasks with which it is entrusted. Such volume changes are calculated at 1992-1993 price levels in order to facilitate comparison with the 1992-1993 revised estimates.

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20. Since the UNDP budget is overwhelmingly post-driven (over 70 per cent of the estimates pertain to direct staff costs), volume adjustments in regard to increases or decreases in staff are itemized and explained in some detail in subsections B,C and D of chapter V. Overall staff changes are summarized in tables V.2 and V.6 as well as in table 10. Volume adjustments in respect of other operating expenses may be reviewed in detail for the UNDP core budget in table 5.

B. Various cost adjustments

21. To these volume changes are added other cost factors, over which the Administrator has little control, if any, but which, nevertheless, have an impact on overall resource requirements for the biennial budget. Such other cost factors include, for example, ICSC decisions on a variety of staff entitlements, as well as the annual within-grade increment. Normally, but not exclusively, such cost adjustments apply to staff costs.

22. These cost factors are itemized for of 1992-1993 in chapter IV.A, and for 1994-1995 in chapter V.F.

C. Currency adjustments

23. Currency adjustments are then added to these two elements. This factor is of particular importance to the UNDP field office network, operating as it does in close to 100 different currencies around the world with operating costs that vary greatly with the strength or otherwise of the United States dollar. UNDP operations in Geneva, Tokyo and in Copenhagen are also affected by this factor.

For the 1992-1995 estimates, the currency adjustments represent:

(a) For 1992: The difference between the United Nations operational rate of exchange in effect on 1 February 1992, which was used for the first revision of the estimates (DP/1992/40), and the weighted average rate for 1992;

(b) For 1993: The difference between the United Nations operational rate of exchange in effect on 1 February 1992, and that in effect a year later, i.e., on 1 February 1993, which is the basis for preparation of the present document;

(c) For 1994: The difference between the weighted average exchange rate used for the 1992 base and the United Nations operational rate of exchange in effect on 1 February 1993;

(d) For 1995: There is no currency adjustment for 1995, since its base is 1993, for which the same operational rate of exchange is used, i.e., 1 February 1993.

D. Inflation adjustments

24. Finally, to complete the picture and to develop the final estimate of requirements for the current and the next biennium, the Administrator must estimate inflation over a four-year period, 1992-1995. However, the nature of the inflation adjustments differ as between the two bienniums as follows:

(a) For 1992-1993, the existing estimates already embody the earlier estimates of inflation. The inflation adjustment for this biennium therefore represents the difference between the application of earlier estimates and the Administrator's revised estimates;

(b) For 1994-1995, the figures in the inflation adjustment column represent the full financial impact of applying the Administrator's inflation projections to bring the estimates up to 1994-1995 prices.

25. In order to arrive at these estimates of inflation, four inflation factors for each location are adopted for each year: the first inflation factor pertains to the estimated movement of post adjustment for international Professional staff; the second to international travel and common staff costs for international Professional staff (this is the same for all locations); the third factor encompasses salaries and common staff costs for local staff, which may vary significantly from location to location; the fourth factor relates to all other costs, such as general operating expenses, etc.

26. Within this general framework, New York and Geneva are treated separately from the field offices. For these two locations, the rates used are the same as those used by the United Nations unless specific contractual commitments differ.

27. Apart from a limited number of cost elements such as international travel and the common staff costs of international staff, the inflation factors for field offices must be location specific. The resident representative is therefore requested to consult locally and project inflation trends in his country of assignment; these estimates are then compared with past experience and current global patterns before being applied to the budget estimates.

28. Inevitably, this element of the budget estimates is subject to a margin of error. It is therefore thoroughly reviewed and updated each year.

IV. REVISED BUDGET ESTIMATES FOR THE 1992-1993 BIENNIUM

A. UNDP core biennial budget: cost adjustments

29. Total cost adjustments for the 1992-1993 biennium amount to a decrease of $1.5 million in respect of the UNDP core activities or a decrease of 0.3 per cent in the current 1992-1993 approved appropriations (see Governing Council decision 92/43). This incorporates cost, currency and inflation adjustments.

30. Cost adjustments amount to $3.9 million. This increase incorporates the following:

(a) An increase of $3.3 million as a result of staff costing adjustments. These adjustments include an increase of $1.3 million distributed over salaries and pension costs; $0.8 million covering increased security costs; the balance of $1.2 million relates to income taxes, medical insurance and reassignment travel;

(b) General Assembly resolution 47/216 has given rise to an increase in the amount of $0.4 million relating to the hardship and mobility component in connection with the consolidation of 6.9 points of post adjustment in the base pay effective March 1993 as well as an increase of $0.1 million for the education grant.

31. With regard to currency adjustments, the revised 1992-1993 UNDP core budget estimates take account of the change in currency parities between 1 February 1992, used to formulate the first revision of the 1992-1993 estimates, and 1 February 1993, which forms the basis for these revised estimates. The result is a currency release on the core budget of $5.4 million.

32. The effects of inflation on the UNDP core budget must also be considered. Headquarters shows a decrease of $1.2 million due to the revised New York inflation rate of 3.7 per cent as established by the United Nations. The field offices show an overall increase of $1.2 million. There is thus no net increase attributable to inflation.

33. The Administrator has reviewed the non-core units in a similar way and these adjustments are reflected in table IV.1.

Table IV.1. Proposed changes in the gross budget estimates for the 1992-1993 biennium, indicating amounts attributable to volume and category of cost

(Thousands of dollars)

Source of funds/ appropriation line	1992-1993 Original approved appropriations decision 91/46	1992-1993 approved appropriations decision 92/37	Volume increase/ decrease	Cost increase/(decrease)				Revised 1992-1993 estimates
				Various cost adjustments	Currency adjustment	Inflation adjustment	Total cost adjustment	
I. RESOURCES OF UNDP								
A. UNDP core activities								
Headquarters	148 443.1	147 871.8	0.0	1 603.5	2.1	(1 223.8)	381.8	148 253.6
Field offices	333 781.0	333 220.7	0.0	2 348.9	(5 412.9)	1 165.7	(1 898.3)	331 322.4
Total UNDP core	482 224.1	481 092.5	0.0	3 952.4	(5 410.8)	(58.1)	(1 516.5)	479 576.0
B. Programme support and development activities a/								
Programme development activities	20 638.2	20 736.3	0.0	487.4	0.0	62.3	549.7	21 286.0
Project/programme implementation services								
DSS	5 788.7	5 788.7	0.0	0.0	0.0	0.0	0.0	5 788.7
OPS	30 737.7	32 275.0	526.4	239.3	0.0	(247.4)	(8.1)	32 793.3
IAPSO	5 946.5	5 675.1	0.0	(28.3)	66.8	(44.2)	(5.7)	5 669.4
UNV	32 196.1	30 830.8	(438.0)	213.4	(4.3)	126.3	335.4	30 728.2
National execution	2 715.7	2 680.4	0.0	51.9	0.0	(41.7)	10.2	2 690.6
Total project/programme implementation services	77 384.7	77 250.0	88.4	476.3	62.5	(207.0)	331.8	77 670.2
Programme support	2 300.0	2 300.0	0.0	0.0	0.0	0.0	0.0	2 300.0
Total programme support and development activities	100 322.9	100 286.3	88.4	963.7	62.5	(144.7)	881.5	101 256.2
C. Total resources of UNDP	582 547.0	581 378.8	88.4	4 916.1	(5 348.3)	(202.8)	(635.0)	580 832.2
II. RESOURCES OF TRUST FUNDS								
UNCDF	10 740.0	10 627.2	0.0	210.2	0.0	(71.4)	138.8	10 766.0
UNFSTD and UNRFNRE	4 551.7	4 481.2	0.0	(85.9)	0.0	(38.7)	(124.6)	4 356.6
UNSO	8 146.8	8 038.2	0.0	39.1	(25.0)	(48.0)	(33.9)	8 004.3
UNIFEM	5 408.5	5 347.4	0.0	290.3	0.0	(32.1)	258.2	5 605.6
Total resources of Trust Funds	28 847.0	28 494.0	0.0	453.7	(25.0)	(190.2)	238.5	28 732.5
III. TOTAL APPROPRIATIONS	611 394.0	609 872.8	88.4	5 369.8	(5 373.3)	(393.0)	(396.5)	609 564.7

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a/ Includes: human development, sustainable development, private sector and technology, public sector management, TCDC/INRES and Economists

B. United Nations Volunteers

34. In its decision 92/37, the Governing Council approved an appropriation level of $30.8 million for UNV for the 1992-1993 biennium. This is composed of the following elements:

(a) A core budget for UNV headquarters of $17.9 million. A staffing level of 25 Professional and 39 General Service posts was approved;

(b) A supplementary budget for UNV headquarters of $9.2 million. This is based on the staffing formula approved by the Governing Council, which permitted the establishment of a staffing unit for every 70 Volunteers over a base of 1,000 in the field as at 31 December of the previous year. A staffing unit could be composed of either one Professional and one General Service post or of three General Service posts. In 1992 (as of 31 December 1991), there were 1,048 Volunteers in the field over the base of 1,000. This yielded 11 Professional and 23 General Service posts. A total of 1,048 UNV specialists yields very close to 15 staffing units. This in turn yields 11 staffing units composed of one Professional and one General Service post and 4 staffing units composed of three General Service posts.

As of 31 December 1992, there were 1,923 UNV specialists in the field. This represents a reduction of 125, or of 1.78 staffing units. Accordingly, the Administrator is adjusting the UNV supplementary budget downwards by one full staffing unit and by one additional Professional post. The revised supplementary staffing table for 1992-1993 will therefore be nine Professional posts and 22 General Service posts. This represents a volume reduction of $438,000 in respect of 1993 for the base 1992-1993 biennium. An additional technical adjustment of the same amount is also deducted from the first year of the new biennium (1994) to ensure that the full amount of the reduction is reflected in the new biennial estimates;

(c) A field budget for 1992-1993 of $3.7 million. This amount represents the same as in the final revised 1990-1991 estimates (DP/1991/49). Cost estimates are currently $25,000 per year for UNV programme officers and $7,000 per year for programme assistants.

35. Normal cost adjustments are applied to the total UNV budget in line with the methodology used for the UNDP core budget as described above.

UNV/UNTAC Programme in Cambodia

36. In document DP/1992/40, the Administrator indicated that he would provide a progress report on the arrangements in place for the UNV operation in Cambodia.

37. The UNV operation in Cambodia is based on four successive memoranda of understanding with the United Nations, as follows:

(a) The first related to 21 UNV specialists who were part of the United Nations advanced mission to Cambodia. The cost of the agreement totalled $462,000;

(b) The second related to 400 UNV specialists to serve as district electoral supervisors. The cost of the agreement totalled $17.1 million;

(c) The third related to 44 UNV specialists required to provide essential services to UNTAC. The cost of the agreement totalled $1.7 million;

(d) The fourth related to 219 UNV specialists to provide a wide range of services required by UNTAC. The cost of the agreement totalled $6.5 million.

In each case, a 6.5 per cent support cost was charged. A number of further requests are currently under consideration.

38. In view of the size and character of these operations, the budgetary support arrangements pertaining to them have been kept separate and distinct. The support services required have been self-financed and are charged to the relevant programme budgets. Support services have been concentrated in the field and in headquarters. A programme and administrative support unit in Cambodia covers the programme and administrative backstopping of the UNV/UNTAC operations at the field level. The unit is composed of two Professional programme managers assisted by a team of UNV specialists. At headquarters, a small team has been specifically assigned to this task. Since many of the support functions are spread throughout the UNV services, additional resources from the support cost earned have been used for temporary assistance as appropriate. In addition, the UNDP office in Thailand has provided a range of services, for which it has been reimbursed.

C. Office for Project Services

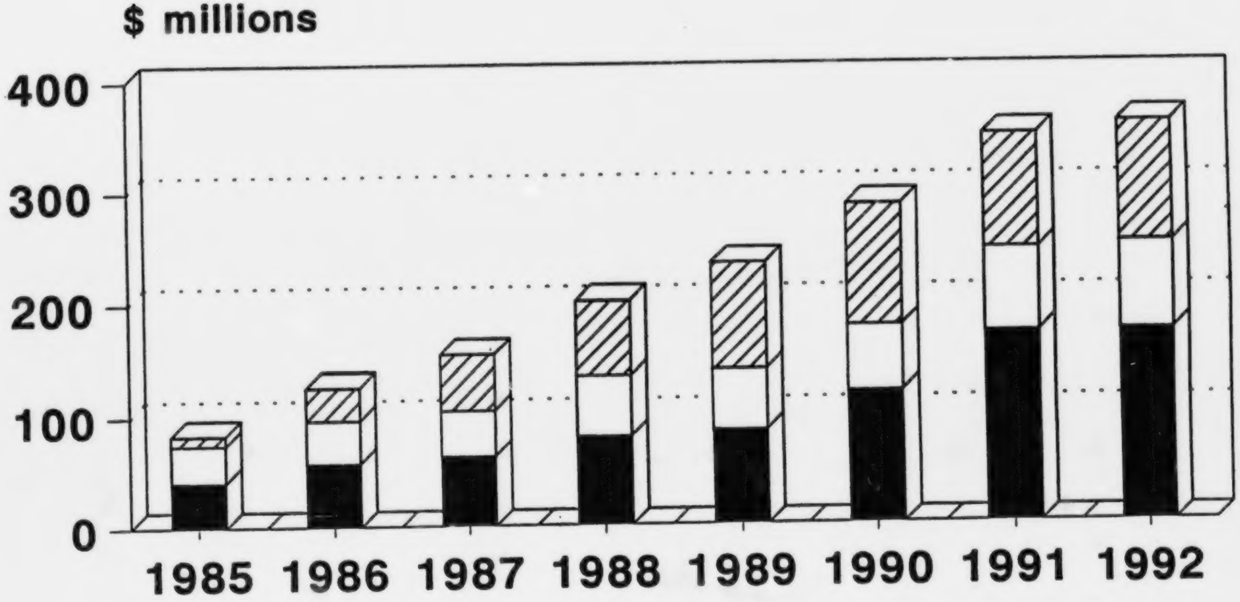
39. In 1992, OPS expenditure continued to grow, totalling an estimated $359 million. This compares with $286 million in 1990 and $348 million in 1991. In 1993, total expenditure is projected at $400 million. The breakdown of expenditures between those funded from the UNDP general resources and those funded from extrabudgetary resources is provided in graph 5. Total support cost income earned by OPS in 1992 amounted to $30 million. Total administrative budget expenditure, from both budgetary and extrabudgetary resources, totalled $29.8 million. Income is expected to increase further in 1993 in view of the projected increase in the programme indicated above.

40. Against this background and in order to be able to respond effectively to the demands of the programme, the Administrator has established a number of posts since the submission of the revised budget 1992-1993 estimates. In total, he has established one Professional and three General Service budgetary posts and seven Professional and 13 General Service extrabudgetary posts. In addition, one post has been reclassified from the General Service level to the Professional level. The newly classified post (at the P-3 level) is that of policy/information officer. As indicated above, all these additional posts are financed from within earned income. Graph 6 presents the relationship between Professional staff growth in OPS and the growth of delivery.

Graph 5.

OPS: Total project delivery

by source of financing



	1985	1986	1987	1988	1989	1990	1991	1992
TOTAL	83	125	154	201	234	286	348	359
MSAs	9	29	50	67	95	108	103	108
TRUST FUNDS	34	39	41	54	54	59	74	78
UNDP/CS	40	57	63	80	85	119	172	173

■ UNDP/CS □ TRUST FUNDS ▨ MSAs

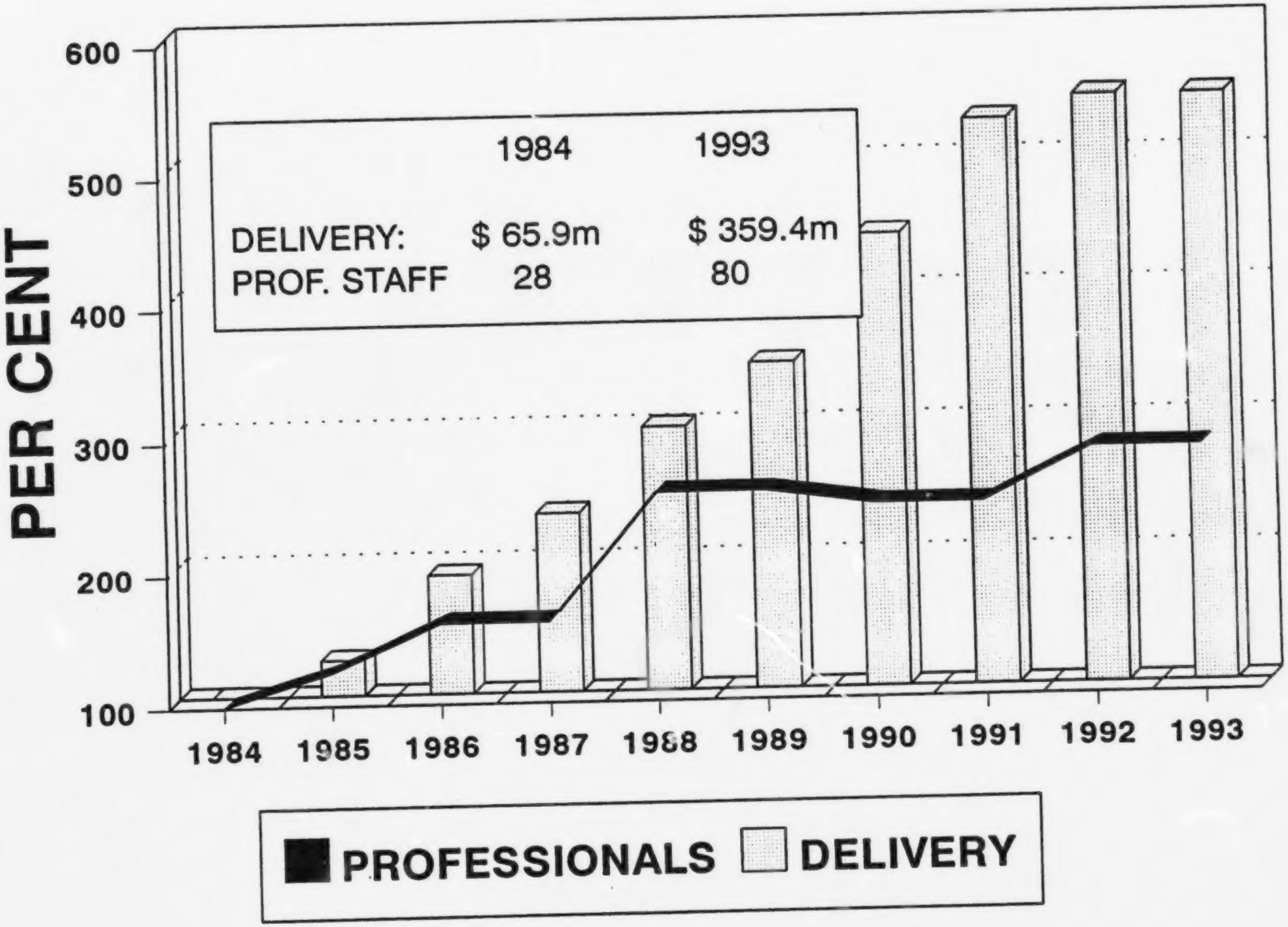
/...

Graph 6.

OPS: Project delivery and professional staff

(relative growth)

Base : 1984 = 100 per cent



	1984	1993
DELIVERY:	$ 65.9m	$ 359.4m
PROF. STAFF	28	80

Excluding IFAD programme

/...

41. The Administrator has established the following budgetary posts:

(a) One project management officer post (P-4) and one General Service post (G-4) for international research projects. This is to provide support to seven large-scale global projects, all involving international research institutions, with a total budget of approximately $40 million;

(b) One additional General Service post (G-5) in the Africa division;

(c) One additional General Service post (G-4) in the policy, planning and information unit.

42. The Administrator has established the following extrabudgetary posts:

(a) One project management officer post (P-5) in Nairobi, one loan administration assistant post (G-6) in New York and one secretary post (G-4) in Bangkok to administer and provide support to the IFAD programme. The number of loan and grant accounts reached 114, with a value of $976 million by the end of 1992, compared to 104, with a value of $927 million, at the end of 1991;

(b) Two senior project management officer posts (P-5, P-4) and three General Service posts (G-6, G-5, G-4) in the area of the environment. This is considered a minimum response to the rapid increase in environment-related programmes funded from UNDP core funds, the SPR, GEF and, in due course, CAPACITY 21;

(c) Two senior project management officer posts (P-5, P-4), two General Service posts in New York (G-5) and two General Service posts in El Salvador (G-5, G-4) to support the increasing programmes in Central and Latin America. The posts will support the PRODERE programme, the Central America portfolio, including, the national reconstruction programme in El Salvador, and the growing portfolios in Ecuador, Argentina, Uruguay and Paraguay;

(d) One senior procurement officer (P-4) with IAPSO in Copenhagen, who will also handle the management service agreements negotiated or under negotiation with four Nordic countries;

(e) Four General Service posts (G-6, G-5, two G-4) in the area of finance and personnel administration. One post is for an accounts assistant, one post for a registry clerk, and two are in the personnel area;

(f) One programme management officer post (P-3) in the Division for Asia and the Pacific relating to projects in Cambodia as well as Viet Nam and Laos.

43. One further adjustment concerns the posts of the manager of the Palestinian programme, which is currently at the D-1 level in the OPS budgetary staffing table, and a related General Service post. It is proposed to delete these posts from the OPS staffing table and to reimburse UNDP for the same amount to establish UNDP extrabudgetary posts. Similarly, OPS extrabudgetary posts relating to this programme would be transferred to UNDP and be reflected as UNDP extrabudgetary posts reimbursed by OPS.

44. The Administrator's estimates relating to general operating costs are in line with his staffing proposals. Tables IV.2 and IV.3 present the 1992-1993 revised estimates relating to OPS budgetary and extrabudgetary sources of income, respectively. Table 10 provides comprehensive information regarding OPS staffing.

/...

Table IV.2. OPS: Revised administrative budget estimates for the 1992-1993 biennium

(Thousands of dollars)

Object of expenditure	1992-1993 revised estimates Approved appropriations	Volume increase (decrease)	Cost increase (decrease)	Total increase (decrease)	Total estimates
Established posts	11 907.1	183.0	(136.0)	47.0	11 954.1
Temporary assistance	257.1	0.0	(8.9)	(8.9)	248.2
Consultants	406.6	0.0	0.0	0.0	406.6
Overtime	327.1	0.0	(11.1)	(11.1)	316.0
Common staff costs	6 295.0	109.0	173.1	282.1	6 577.1
Other staff travel	809.4	30.5	0.0	30.5	839.9
Information contracts, including printing and binding	100.0	75.0	0.0 (1.7)	73.3	173.3
EDP contracts	1 341.0	0.0	0.0	0.0	1 341.0
Subcontracts	136.0	0.0	(1.3)	(1.3)	134.7
Rental and maintenance of premises	2 803.0	20.0	0.0	20.0	2 823.0
Utilities	99.5	20.0	(1.2)	18.8	118.3
Rental and maintenance of furniture, equipment and vehicles, including maintenance supplies	89.2	22.0	(1.0)	21.0	110.2
Communications	1 077.8	0.0	(10.9)	(10.9)	1 066.9
Hospitality	12.8	0.0	(0.2)	(0.2)	12.6
Rental and maintenance of computer equipment	27.1	10.0	0.0 0.0	10.0	37.1
Miscellaneous services	230.0		(2.4)	(2.4)	227.6
Stationery and office supplies, including internal reproduction supplies	454.1	5.0	0.0 0.0 (4.4)	0.6	454.7
Office furniture and equipment	211.3	0.0	(2.1)	(2.1)	209.2
Vehicles	0	0	0.0	0	0.0
Micro-computers hardware/software	314.9	0.0	0.0	0.0	314.9
Contributions NYCS	264.8	12.4	0.0	12.4	277.2
Reimbursement to UNDP	5 111.2	39.5	0.0	39.5	5 150.7
	32 275.0	526.4	(8.1)	518.3	32 793.3

Table IV.3. OPS: Revised extrabudgetary estimates for the 1992-1993 biennium

(Thousands of dollars)

Object of expenditure	1992-1993 revised estimates				
	Approved appropriations	Volume increase (decrease)	Cost increase (decrease)	Total increase (decrease)	Total estimates
Established posts	10 151.1	1 653.0	513.6	2 166.6	12 317.7
Temporary assistance	227.6	0.0	(7.9)	(7.9)	219.7
Consultants	353.4	0.0	0.0	0.0	353.4
Overtime	257.8	0.0	(8.8)	(8.8)	249.0
Common staff costs	5 318.8	1 006.8	676.4	1 683.2	7 002.0
Other staff travel	654.0	0.0	0.0	0.0	654.0
Information contracts, including printing and binding	97.4	24.0	(1.2)	22.8	120.2
EDP contracts	1 144.2	0.0	0.0	0.0	1 144.2
Subcontracts	1 109.1	0.0	(11.1)	(11.1)	1 098.0
Rental and maintenance of premises	2 675.8	230.0	0.0	230.0	2 905.8
Utilities	121.4	20.0	(1.5)	18.5	139.9
Rental and maintenance of furniture, equipment and vehicles, including maintenance supplies	107.7	0.0	(1.1)	(1.1)	106.6
Communications	1 017.8	35.0	(10.7)	24.3	1 042.1
Hospitality	4.4	0.0	0.0	0.0	4.4
Rental and maintenance of computer equipment	20.3	0.0	0.0	0.0	20.3
Miscellaneous services	224.5	16.0	(2.6)	13.4	237.9
Stationery and office supplies, including internal reproduction supplies	418.7	20.0	(4.7)	15.3	434.0
Office furniture and equipment	254.6	0.0	(2.6)	(2.6)	252.0
Vehicles	0.0	15.0	(0.1)	14.9	14.9
Microcomputers hardware/software	342.7	0.0	0.0	0.0	342.7
Contributions NYCS	209.3	0.0	0.0	0.0	209.3
Reimbursement to UNDP	4 191.8	210.0	0.0	210.0	4 401.8
	28 902.4	3 229.8	1 137.7	4 367.5	33 269.9

V. BUDGET ESTIMATES FOR THE BIENNIUM 1994-1995: THE CORE BUDGET

A. Resources

45. The overall impact of the budget strategy proposed by the Administrator is shown in table V.1.

Table V.1. Use of UNDP resources, 1992-1995

(Millions of United States dollars)

Distribution of resources	1992-1993		1994-1995	
	Amount	Percentage	Amount	Percentage
Project costs a/	2 075	71.7	2 103	70.0
Sustainable development programmes b/	60	2.1	160	5.3
Agency support costs c/	230	8.0	206	6.9
UNDP/PSDA	68	2.4	75	2.5
UNDP/support to United Nations operational activities	95	3.3	97	3.2
UNDP core budget: Field offices d/	212	7.3	211	7.0
UNDP core budget: Headquarters e/	151	5.2	152	5.1
Total	2 891	100.0	3 004	100.0

a/ Includes adjustments to prior year's programme expenditure, IPF, IPF add-on fund, SPR, SMF/LDC, cost-sharing and GCCC.

b/ Includes programmes funded from GEF, and the Montreal Protocol.

c/ Includes OPS, executing agencies, UNDP sectoral support costs, adjustments to prior year's programme support cost, expert hiatus financing, extended sick-leave costs and compensation payments; excludes support costs relating to cost-sharing.

d/ Includes extrabudgetary expenditure related to interest on cost-sharing in the amount of $8 million for 1992-1993 and $8 million for 1994-1995.

e/ Includes extrabudgetary expenditure related to interest on cost-sharing of $3 million for 1992-1993 and $3 million for 1994-1995.

46. The presentation of the overall use of resources in table V.1 features two significant new elements:

(a) A new line has been introduced to reflect sustainable development programmes. The Administrator believes that developments in this area warrant that they be reflected in a separate line. Estimates for 1994-1995 are composed of $135 million relating to GEF, and $25 million relating to the Montreal Protocol. The estimates do not reflect the Administrator's projections but are based on existing earmarkings;

(b) The new line "Support to United Nations operational activities" has been included. The amount in the line represents 28.8 per cent of the field office budget; this is the amount reflected in table VI.3, section B below, which pertains to various activities in support of the operational activities of the United Nations. The concept behind this presentation was elaborated on in document DP/1992/40 and endorsed by the Governing Council in decision 92/37.

47. Overall, core (including cost-sharing) and sustainable development programmes together are projected to remain essentially stagnant in the 1994-1995 biennium. While a significant decrease in IPF-related expenditure is projected, this is balanced in aggregate terms by an equally significant increase in cost-sharing as well as sustainable development programmes.

48. The Administrator's budget strategy has enabled core budget costs to be contained in nominal terms. The volume cuts in the core budget allow cost and inflation increases covering 1994-1995 to be absorbed within the total amount appropriated for the 1992-1993 core budget. The ratio of the headquarters and field core budgets to total expenditure declines from 12.5 per cent in 1992-1993 to 12.1 per cent in 1994-1995.

B. Senior management structure

49. In its decision 92/42, the Governing Council adopted, *inter alia*, the following three paragraphs:

> "1. *Notes* the restructuring undertaken by the Administrator in accordance with his report on the senior management structure;
>
> 2. *Further notes* the intention of the Administrator to report to the Governing Council at its fortieth session (1993) on consequences of the restructuring of the United Nations Secretariat, the results of the United Nations Conference on Environment and Development of June 1992 and the triennial review of operational activities of the United Nations for the structure and senior staffing arrangements of the United Nations Development Programme;
>
> 3. *Requests* the Administrator to continue to review the Senior Management Structure of the United Nations Development Programme with the aim of increasing efficiency and effectiveness and report thereon to the Governing Council at its fortieth session (1993)."

50. The Administrator addresses issues related to overall effectiveness in the context of his budget strategy. A number of proposals relating to structure and senior-level posts are described in section V.C. The implications on structure of the triennial review of operational activities of the United Nations are analysed in chapter VI. The overall consequences of UNCED are analysed in the Administrator's report on the environment presented to the Governing Council at its special session in February 1993 (DP/1993/11). Specific budgetary implications are dealt with in chapter VII.

51. The present report on the senior management structure therefore focuses on the consequences of the restructuring of the United Nations Secretariat. An integral element of the restructuring undertaken by the Secretary-General has been to reduce the number of high-level posts in the United Nations, both in the Secretariat and in the programmes and funds of the United Nations. Moreover, over a number of years both ACABQ and the Governing Council have called for a reduction in the number of senior-level posts.

52. Against this background, the Administrator has agreed to propose a reduction of two posts at the Assistant Secretary-General level and 10 posts (9 in net terms) at the D-2 level. The Administrator's proposals are as follows:

(a) Posts at the Assistant Secretary-General (Assistant Administrator) level:

(i) To eliminate the post of Assistant Administrator for the Bureau for External Relations. The functions will be merged with those of the Director of the Division of External Relations. The Director of the Division of External Relations has now also become the Director of the Bureau for External Relations;

(ii) To downgrade one of the posts of Director, Regional Bureau. Currently, there are four posts of Director, Regional Bureau, at the Assistant Administrator level; the post of Director of the Division for Europe and the Commonwealth of Independent States is at the D-2 level. The Administrator's proposal for the 1994-1995 budget is to maintain three posts of Director, Regional Bureau at the assistant secretary-general level, with two posts of Director, Regional Bureau at the D-2 level. The Administrator remains firmly convinced that the programme benefits from the presence in UNDP of Directors of Regional Bureaux at the Assistant Secretary-General level.

In the 1994-1995 budget, the Administrator proposes to maintain the posts of Director of the Regional Bureaux for Africa, for Asia and the Pacific, and for Latin America and the Caribbean at the Assistant Secretary-General level. He proposes to show the post of Director of the Regional Bureau for Arab States and that of Director of the Division for Europe and the Commonwealth of Independent States at the D-2 level. This allocation is for presentational purposes and is based on programme size, as reflected in table VI.4, and the number of field offices. While the Administrator is conscious of the fact that many factors other than programme size and number of field offices could be taken into account, he believes that these provide an objective benchmark on the basis of

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which the Governing Council can make a final decision on the appropriate allocation;

(b) Posts at the D-2 level:

(i) To merge the Division for Administration and Management Services and the Division for Management and Information Systems. This leads to the downgrading of one post at the D-2 level. The structural implications of this merger are described in section V.C;

(ii) To downgrade one post of Deputy-Director of the Regional Bureau for Africa at the D-2 level. This is deemed possible in the context of the implementation of the enhanced division chief concept. Further reference is contained in section V.C;

(iii) To downgrade the post of Director of the Planning and Coordination Office to the D-1 level;

(iv) To eliminate the post of Director of the Humanitarian Programme. The Administrator proposes instead to make the resources available to the Department of Humanitarian Affairs to establish a post to maintain the functions within the Department. The amount is included in the reimbursement from UNDP to the United Nations;

(v) To downgrade the post of Director of the United Nations Fund for Science and Technology and the United Nations Revolving Fund for Natural Resources Exploration to the D-1 level;

(vi) To downgrade five D-2 level field posts of resident coordinator/resident representative to the D-1 level. These posts are for Ghana, Guinea, Laos, Lebanon and Sri Lanka.

The Administrator believes that his proposals relating to the senior management structure should be considered in the context of the overall measures taken in the budget strategy, described in sections V.C and V.D, to increase efficiency and effectiveness.

C. Headquarters budget strategy

53. The Administrator has provided the major elements of his budget strategy for 1994-1995 in paragraphs 19-23 of document DP/1993/40. With respect to the headquarters budget, focus is to be on the rationalization of business functions and the cost-effectiveness of business practices.

54. Headquarters managers were consulted on the budget reduction targets and agreed to meet specific targets established for each bureau/division. Unlike the reductions put into place in 1992-1993, the reductions for 1994-1995 are not across the board. While all managers contributed to the 1994-1995 targets, it is recognized that priorities had to be established and that these should determine the distribution of the reduction targets.

55. Overall, there is a $10.5 million volume reduction at headquarters. This must be viewed against the background of the 15 per cent cut in headquarters posts implemented in the 1992-1993 budget. Of the $10.5 million in reductions, $6.4 million or 60 per cent represent reductions in the finance, personnel and administration areas. Net reductions in the Regional Bureaux amount to $1.8 million and in BPPE to $1.4 million. The balance of $1 million relates to reductions in BER as well as a few other units. Table V.2 provides detailed information regarding the staffing reductions by organizational unit at headquarters.

Table V.2. Staff changes: Core (headquarters)

	A AsA AA	D2	D1	P5	P4	P3	P2	Total Profes-sional	General Service Principal Levels	General Service Other Levels	General Service Manual Levels	Total General Service	GRAND TOTAL
1992-1993 posts per Governing Council decision 91/46	9	19	40	63	45	36	8	220	126	185	8	319	539
Proposed change in posts: 1994-1995													
DOP				(1)		(1)		(2)		3		3	1
Humanitarian Programme		(1)						(1)				0	(1)
BER/DIR	(1)							(1)				0	(1)
DOF								0	(6)	(17)		(23)	(23)
DAMS					(2)		(1)	(3)	(2)	(5)	(2)	(9)	(12)
DMIS					(1)	(3)		(4)		(2)		(2)	(6)
RBA			(2)					(2)		(8)		(8)	(10)
RBAP			(1)			(2)		(3)				0	(3)
RBLAC					(1)			(1)				0	(1)
DECIS				1		1		2	1	2		3	5
BPFE				(2)			(2)	(4)		(2)		(2)	(6)
DGIP								0		(1)		(1)	(1)
Total	(1)	(1)	(3)	(2)	(4)	(5)	(3)	(19)	(7)	(30)	(2)	(39)	(58)
Proposed reclassification of posts: 1994-1995													
PCO		(1)	1					0				0	0
DOF						1	(1)	0	2	(2)		0	0
DMIS		(1)	1		2	(2)		0				0	0
RBA		(1)	1	3	3	(6)		0	4	(4)		0	0
RBAP				1	3	(4)		0				0	0
RBAS	(1)	1						0				0	0
DGIP								0	1	(1)		0	0
DPA				1		(2)	1	0	1	(1)		0	0
Total	(1)	(2)	3	5	8	(13)	0	0	8	(8)		0	0
Total Adjustments	(2)	(3)	0	3	4	(18)	(3)	(19)	1	(38)	(2)	(39)	(58)
Proposed staffing 1994-1995	7	16	40	66	49	18	5	201	127	147	6	280	481

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1. Bureau for Finance and Administration

56. The major reduction is being implemented by BFA. The savings of $5 million represents over 50 per cent of the headquarters staffing reduction. BFA is implementing this reduction by means of a combination of the following elements:

(a) Consolidation and restructuring of the Bureau

57. BFA will comprise the Division of Finance, the Division for Administration and Information Services, the Office of Budget and Management (OBM) and the Inter-Agency Procurement and Services Office.

58. DAMS and DMIS have been merged to create the Division for Administrative and Information Services (DAIS), which is designed to provide a more streamlined and cost-effective service to users. DAIS comprises three sections: the Field and Headquarters Services Section; the Communications Section; and the systems Standardization and Data Administration Section.

59. The Field and Headquarters Services Section will be headed by the Deputy Director of the Division. In a decentralized environment, the Section will provide a range of administrative, management and information support services to both headquarters and field units. It is structured in a manner to ensure responsiveness to users. Administrative management will be further decentralized to users. In the area of systems development, resources will be provided to users to manage. The role of DAIS staff will be to maintain overall technical standards and to provide technical advisory functions. In this way, it is expected to generate greater cost-effectiveness among the users, who will directly manage the available resources.

60. The establishment of a separate Communications Section is a reflection of the increasing importance of communications technology in ensuring responsiveness and cost-effectiveness in the UNDP global environment. An effective communications strategy will serve both to strengthen the substantive capacity of UNDP as well as to contain potentially significant increases in communication costs.

61. The establishment of the System Standardization and Data Administration Section will provide the core technical advisory and backstopping capacity. It will manage an increasing number of contracted services for the various operational requirements. This is also expected to ensure increased flexibility and responsiveness to systems requirements.

62. With regard to both field security and the issue of common premises, discussions are currently under way with the United Nations and other partners to explore the possibility of more integrated approaches. The precise configuration of these units will depend on the results of these discussions.

63. The budgetary requirements of the new division have been merged. At the time of completion, the allocation of staffing to each section had not yet been finalized. However, total staffing will be within the total staffing indicated in the budget. The budgetary impact of the new structure is to eliminate 7 Professional posts and 11 General Service posts.

64. The principle purpose of establishing a separate Office of Budget and Management, which will report directly to the Assistant Administrator, BFA, is to give new focus and priority to the need for cost-effectiveness, efficiency, and enhanced accountability. Current resource constraints make it necessary to maintain and indeed deepen ongoing efforts to review business practices with a view to achieving cost-effectiveness. As part of its innovations, the Office will review and initiate selective studies on the cost-effectiveness of business functions, monitor and analyse budgetary and management initiatives in and outside the United Nations, pilot initiatives to promote cost-effectiveness, and increase overall awareness of the importance of cost-effectiveness. The Office will also take on the responsibility of monitoring the implementation of external and internal audit recommendations. This will enable institutional systematic follow-up, as required by General Assembly resolution 47/211.

65. The establishment of OBM also responds to the requirements that flow from the rationalization of business functions and the delegation of authority. In a number of areas, the principle is being implemented that users should be provided directly with the resources needed to perform their functions; central services would thus move to a service, advisory and monitoring function. Line managers have been given greater flexibility in the management of their budgets at the same time as those budgets have been reduced. In the area of travel, the Travel Section is being transformed from a line unit to an advisory and policy-oriented unit. As described above, users will be provided directly with systems development resources to manage and DAIS will provide technical and policy advisory functions. Similar principles are being applied at headquarters in the case of the budgets relating to communications, supplies, and travel on detail. The corollary of this redesign of business functions and increased delegation of budgetary authority is to enhance the review and monitoring capability associated with the budget function.

66. Finally, a third element in the establishment of OBM relates to the need to focus increased attention on costing practices and reimbursement mechanisms. Many of the issues raised in chapter VI point to the increasing importance of this function.

67. Two Professional posts will be redeployed to OBM; one from the DOF directorate and the other from DAMS. From the point of view of the budgetary presentation, DOF and OBM have not yet been separated out in the budget estimates for the biennium 1994-1995.

(b) Rationalization and streamlining of business functions

68. The merger of DAMS and DMIS has enabled considerable rationalization, e.g., in the administrative support functions. In addition, the consolidation of the communications functions in one section will avoid duplication and encourage synergies. One area in particular that has been reviewed is the travel function. On the basis of the findings of the integrated administrative systems project, an internal task force was established to review the procedures in place for the administration of travel. As a result of that review, it has been decided to simplify and streamline administrative procedures, leading to substantial savings without any loss of accountability.

(c) Implementation of information systems improvements

69. The implementation in due course of the Integrated Management Information System is expected to lead to increased efficiency and cost-savings. Some savings included in the 1994-1995 estimates relate to savings projected from the implementation of this project based on the IMIS work schedule.

(d) Review of the cost-effectiveness of business practices

70. Many examples are cited in sections V.B and V.C of initiatives to review the cost-effectiveness of business practices. The best example is provided by the initiatives in the management of the accounts. A combination of systems developments and new business practices has enabled a reduction of 17 General Service posts in the Accounts Section. The role of the regional service centre concept in the implementation of new practices in the Accounts Section is discussed in section V.D.

71. The Administrator also wishes to draw the attention of the Governing Council to the status of negotiations currently under way with regard to the reimbursement to the United Nations for services rendered by the United Nations to UNDP. In 1988-1989, UNDP reimbursed the United Nations $3.9 million (excluding direct services provided by NYCS). In 1990-1991, UNDP reimbursed $5.7 million. The United Nations has now requested $9.3 million for 1992-1993. This represents a 135 per cent increase over the 1988-1989 base.

72. Against this background, the reimbursement level has been frozen at the 1991 level pending a full review by a consultant of the methodology and the justification for the request. UNICEF and UNFPA also received requests for similar increases and requested the services of the same consultant. The initial findings of the consultant have been reviewed in detail by a joint task force from UNDP, UNICEF and UNFPA and the findings have been transmitted to the United Nations. Pending further clarification and negotiation, no changes are being proposed to the 1992-1993 budget estimates relating to reimbursement to the United Nations. However, the work of the task force has convinced the Administration that further economies are feasible. Against this background, a volume reduction of $500,000 for 1994-1995 has been projected.

(e) Decentralization and delegation of functions

73. Decentralization and delegation is being implemented across a wide range of functions. It is a key factor in the need for the establishment of OBM. Again, the best example is provided by the establishment of regional service centres and the exercise of the accounts examination function in the field offices. This is explained in detail in section V.C.

74. In summary, BFA has seized on the opportunity created by the need for greater cost-effectiveness and enhanced accountability to undertake a more far-reaching review of structure and business functions. In all, 7 Professional and 34 General Service posts have been cut. The reform process is ongoing and further staff redeployments and adjustments may be required. However, the thrust of the Bureau's activities and focus are now clearly established for the coming biennium.

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2. The Regional Bureaux

75. Overall, the four Regional Bureaux are cutting five Professional posts and eight General Service posts. The Regional Bureau for Arab States and the Regional Bureau for Latin America and the Caribbean cannot make any further overall cuts in staffing as they are currently staffed at levels that constitute a critical minimum mass. None the less, RBLAC has been able to transfer one Professional post from core financing to extrabudgetary.

76. The Regional Bureau for Africa and the Regional Bureau for Asia and the Pacific are implementing significant restructuring initiatives. In both cases, two basic steps are involved: a consolidation of programme responsibilities in fewer programme divisions and the redefinition of programme responsibilities in the light of the programme functions review and the delegation of authority to the field.

77. The first step has led to the consolidation of three country-focused divisions in RBAP into two while RBA has consolidated five divisions into four. It has also led in both Regional Bureaux to the consolidation of regional programme divisions and programme support divisions to provide a more focused and substantive support capability. In RBA, the new Division for Regional Programmes and Policy Analysis includes the earlier LDC Unit. This is intended to mainstream LDC concerns.

78. This consolidation requires a strengthening of the mid-management capacity of the Bureaux to provide more substantive backstopping and guidance to field offices. Such capacity requires mid-management level experience and exposure to substantive thematic areas. As a consequence of this, a number of reclassification proposals are being submitted in both Bureaux. The proposals are reflected in detail in table V.2. The explanation for the reclassification at the P-3-P-5 level lies in the overall rationale for the restructuring undertaken; in the view of the managers concerned, the reclassification is a precondition for the required strengthening at the mid-management level. The Bureaux were given individual reduction targets and their reclassification proposals were incorporated within the budget targets. In both cases, deeper cuts were necessitated in order to accommodate the financial implications of the reclassification. Finally, the reclassification proposals should be considered in the context of the downgrading of one D-2 post and the reduction of two D-2 posts in RBA and of one D-1 and two P-3 posts in RBAP.

79. In the case of RBA, reference should also be made to the elimination of eight General Service posts. This relates to the rationalization of support functions following computerization and recognizes the high ratio of secretarial staff to Professional posts in the Bureau.

80. With regard to the Division for Europe and the Commonwealth of Independent States, the Administrator proposes to redeploy the two international Professional posts and three General Service posts from the former Yugoslavia. DECIS now supports 30 country programmes as well as an increased number of field offices and temporary offices. The current strength of the division is below the minimum critical mass necessary. The division currently is composed of one D-2 post borrowed from Geneva, one D-1 post, two Professional posts, and three General Service posts. With the proposed redeployments, at no additional cost

to UNDP, the staffing strength would be five Professional posts and six General Service posts. The Administrator considers this to be the bare minimum required.

3. Bureau for Programme Policy and Evaluation

81. The Bureau for Programme Policy and Evaluation has implemented reductions amounting to $1.4 million. These include four Professional posts and three General Service posts. Two of the Professional posts relate to documentation and statistics and executive officer functions. The other two relate to the infrastructure and the public sector management.

4. Division of Personnel

82. The Division of Personnel has eliminated four Professional posts: two in the staffing section; one in administration; and one currently being deployed in the Training Section. There are presently two Professional and three General Service trainer positions encumbered by trainers who manage and implement UNDP training programmes. These have for some time been charged to the training budget as an integral part of the training function. In order to increase transparency, these positions are now being reflected as posts in the budget and they will no longer be financed from the training budget. There is no net financial implication: resources are being redeployed from the training line of the budget to established posts. In so far as posts are concerned, therefore, the DOP staffing table shows a net reduction of two Professional posts and an increase of three General Service posts.

5. Bureau for External Relations

83. In view of the current resource situation, the Bureau for External Relations was not subject to the same reductions applied to other Bureaux. The elimination of the Assistant Administrator post referred to above is the only core reduction implemented in BER. It should, however, be noted that complementing this reduction, an extrabudgetary post of Principal Officer at the D-1 level as well as an extrabudgetary General Service post have been eliminated.

84. In paragraph 20 of its decision 91/46, the Governing Council requested the Administrator to review the organizational structure of and the functions performed by the Geneva Office in the context of the 1994-1995 budget estimates. The Administrator has considered this request and after a brief review has concluded that no new initiatives with regard to the structure or functions performed by the Office are warranted at this time. However, the role and functions of the Office will be kept fully under review, bearing in mind other developments that could have an impact on the profile of the Office.

6. The Humanitarian Programme

85. In paragraph 2 of its decision 92/37, the Governing Council approved the continuation of one core post at the P-5 level for the Humanitarian Programme until the end of the 1992-1993 biennium and decided to apply the same procedure to the existing D-2 level post on a transitional basis. In paragraph 3 of the same decision, the Council decided to review the staffing level of the Humanitarian Programme, stressing the need for a clear division of responsibility between the Department for Humanitarian Affairs and UNDP, bearing in mind decision 92/20 of 26 May 1992, in paragraph 11 of which the Council noted the intention of the Administrator to charge two Professional posts to SPR on a temporary basis until the end of the 1992-1993 biennium.

86. During the 1992-1993 biennium, the Humanitarian Programme is focusing on five major activities:

(a) The promotion of and support to activities designed to strengthen the disaster-preparedness and disaster-management capacities of Governments;

(b) The development of revised emergency-related UNDP policies and procedures;

(c) The management of the Disaster Management Training Programme, which is the largest such undertaking by the United Nations system;

(d) The provision of key staff and technical inputs into the work of DHA at Geneva and in New York;

(e) The formulation of guidelines and principles governing cooperation between DHA and UNDP.

87. The Administrator proposes to build on this experience in the 1994-1995 biennium by focusing further on a number of operational objectives. These objectives include the following:

(a) Liaison with DHA, the rest of the United Nations system and donors. At the DHA level, the principal roles of the Humanitarian Programme are twofold:

(i) It participates in DHA's management of ongoing emergencies. Humanitarian Programme staff are the UNDP representatives on DHA's inter-agency support unit and attend all DHA staff meetings. The Programme also attempts to ensure full participation by the regional bureaux concerned in emergency specific meetings;

(ii) It acts as a substantive resource for DHA in the general area of disaster/development linkages and as an important substantive resource with regard to rehabilitation and recovery programmes for displaced populations;

(b) Development of various policy and operational guidelines;

(c) Continued implementation of the Disaster-Management Training Programme;

(d) Participation with the regional bureaux in country programming exercises in selected disaster-prone countries;

(e) Management of SPR allocated to emergencies (categories A1 through A4);

(f) Initiation of studies and seminars on the reintegration of displaced populations.

88. It is evident from both the 1992-1993 work programme and the operational objectives as set out for 1994-1995 that the Humanitarian Programme works in very close cooperation with DHA. Against this background, the Administrator proposes in the 1994-1995 biennium to transfer the resources allocated to the D-2 post in the Humanitarian Programme to DHA to enable the liaison and coordination functions to be performed in the immediate location of DHA. The Administrator also proposes to maintain the remaining staffing levels currently approved, namely one P-5 under the core budget and one L-5 and one L-4 funded from SPR. The Governing Council may wish to consider regularizing the positions funded from SPR in the core budget or in the PSDA. However, the Administrator believes that given the high degree of operational work involved in these positions, they can quite appropriately continue to be financed from SPR. The Administrator also believes that the maintenance of the existing staffing levels as described above provides the minimum critical mass necessary to undertake the tasks assigned to UNDP in this field of activity.

7. General operating expenditures

89. A volume reduction amounting to $500,000 is projected for rent. This relates to plans to vacate Uganda House. Savings of $500,000 are also projected in relation to the services provided by the United Nations as described above. Finally, the Administrator proposes some modest savings totalling around $0.8 million in a number of areas relating to general operating expenditures.

D. Field office budget strategy

90. The field office budget strategy is based in particular on the elements described in paragraphs 22 and 23 of document DP/1992/40. This strategy was in broad terms endorsed by the Governing Council in its decision 92/37.

91. The strategy was the subject of extensive consultations both at headquarters and in the field. The Regional Bureaux agreed to meet certain budgetary targets. Extensive discussions were then held between the Regional Bureaux, BFA and each Resident Representative to determine individual country targets for implementing the aggregate targets.

92. The major elements resulting from this process are reflected in table V.3.

93. Table V.3 indicates reductions in the field office budget amounting to $33.3 million. Some $4.7 million of additional government local office cost contributions will be mobilized. The implementation of the budget strategy in the field clearly responds to paragraph 6 of decision 92/37, which in turn relates to paragraph 12 of decision 91/46. In that paragraph, the Governing Council recommended that the distribution of resources among field offices should be reassessed to reflect the distribution of programme resources approved in decision 90/34 of June 1990. Table V 4 provides an overview of the distribution of budget resources between field offices by region.

Table V.3. Elements of the Field Office Budget Strategy

(Millions of dollars)

Element	RBA	RBAP	RBAS	RBLAC	DECIS	Total
Net effect of the reduction/increase of international/NOs	6.1	4.1	0.6	-	-	10.8
Net effect of the reduction/increase of FSL/NOs	3.4	2.8	1.2	-	-	7.4
Streamlining/rationalization of support functions (reduction of GS)	0.4	1.6	0.8	-	-	2.8
Transfer to extrabudgetary financing	-	-	0.4	6.0		6.4
Mobilization of additional GLOC		0.7	1.0	3.0		4.7
Implementation of decision 91/92 relating to NCCs		0.0	1.2		1.0	2.2
Reduction of general operating expenditures	0.5	1.1	0.3	0.3		2.2
Other					1.5	1.5
Total	10.4	10.3	5.5	9.3	2.5	38.0

Table V.4. Gross and net field office budgets

(Millions of dollars)

Region	1992-1993 Gross budget	1992-1993 GLOC paid (Estimated)	1992-1993 Net budget	1994-1995 Gross budget	1994-1995 GLOC paid (Estimated)	1994-1995 Net budget
RBA	140	2.8	137.2	145	2.8	142.2
RBAP	74	8.1	65.9	72	8.7	63.3
RBAS	47	9.2	37.8	48	10.3	37.7
RBLAC	50	9.6	40.4	50	12.7	37.3
DECIS	12.4	2.6	9.8	12.9	2.9	10

94. Table V.4 differentiates between gross and net budgets; the difference is accounted for by government local office contributions. Table V.4 also clearly indicates that, on the basis of net budgets, field offices in the Africa region account for 47 per cent of total field office budgets in 1994-1995. This compares with the fact that the Africa region accounts for 45 per cent of total country IPFs. Table V.5 summarizes the overall situation.

Table V.5. Comparison of country IPFs with field office budgets (by region)

Region	Per cent of IPF	Per cent of total field office budgets (net)	Average biennial cost per office per region (net)
RBA	45	47	3.2
RBAP	37	21	2.6
RBAS	8	13	2.1
RBLAC	8	12	1.6
DECIS	2	3	0.5
TOTAL	100	a/	

a/ Non-specific to field office accounts for 4 per cent.

95. A complicating factor is that the number of offices varies significantly between regions. This factor has been taken into account by providing in column 3 the average 1994-1995 biennial cost per office per region. Moreover, cost structures vary significantly between regions. Bearing these elements in mind, the Administrator believes that the information provided indicates clearly that the intention of the Governing Council as expressed in paragraph 6 of its decision 92/37 and paragraph 12 of its decision 91/46 is being fully respected.

Regional strategies

96. The strategies adopted by the Regional Bureaux exhibit different characteristics reflecting different realities and opportunities. The staffing implications of the strategies adopted are reflected in table V.6. A brief overview by region follows.

Table V.6. Net result of proposed changes in UNDP core field office staffing, 1992-1995

Region	1992-1993				1994-1995				1994-1995			
	Authorized staff				Proposed changes				Proposed staff			
	International		Local		International		Local		International		Local	
	P	FSL	NO	GS	P	FSL	NO	GS	P	FSL	NO	GS
Africa	200	19	163	1 198	(29)	(19)	8	(17)	171	0	171	1 181
Asia and the Pacific	119	16	114	797	(20)	(16)	7	(66)	99	0	121	731
Latin America and the Caribbean	57	0	59	385	0	0	9	(66)	57	0	50	319
Arab States	55	6	48	368	(3)	(6)	3	(38)	52	0	45	330
Europe	11	0	12	68	(3)	0	3	(19)	8	0	9	49
Non-specific to countries	22	5	0	2	5	(5)	0	0	27	0	0	2
Total	464	46	396	2 818	(50)	(46)	0	(206)	414	0	396	2 612

1. The Africa region

97. In the Africa region, 91 per cent of the total savings achieved come from the elimination or localization of junior international Professional posts and the elimination of the FSL category. The Administrator believes that this policy is practicable through the selective recruitment of NOs and extensive training. Additional savings from the elimination of support functions and reductions in general operating expenditures complement the major reductions referred to above. Mobilization of extrabudgetary resources remains at an early stage while there has been limited success in collecting government local office cost contributions. One new requirement in the Africa region results from the developments relating to Eritrea. In order to plan for anticipated budget needs, three international Professional, three local Professional and 10 General Service posts have been provided for. One of the Professional posts has been redeployed from Ethiopia. All the posts have been provided for within the financial target established for the Africa region.

2. The Asia and Pacific region

98. In the Asia and the Pacific region, 67 per cent of the total savings comes from the elimination and localization of junior international Professional posts and the elimination of the FSL category. In a number of field offices in Asia, the rationalization of support functions was given particular emphasis. This has resulted in the elimination of 66 General Service posts. While the cost impact is limited, the implications for workload and functions are quite significant. The mobilization of extrabudgetary resources is an aspect to which RBAP will be giving increasing importance. GLOC contributions are relatively solid and are expected to improve further. The implementation of decision 91/29 has led to savings with regard to net office costs in the Republic of Korea.

3. The Arab States region

99. There are 18 offices in the Arab States region. Of these, six are located in net contributor countries. Excluding the net contributors, only 12 field offices could be assessed for net savings. Thirty-three per cent of the total of $5.5 million represents savings from localization and the elimination of the FSL category. An effort has also been made to rationalize support functions. Another $1.2 million relates to the implementation of decision 91/29, including specific savings resulting from the closing of the office in Oman. RBAS has now launched a major initiative to increase contributions to GLOC and generate extrabudgetary resources. These twin initiatives represent the key strategic focus of the future RBA approach.

4. The Latin America and Caribbean region

100. The RBLAC strategy is heavily focused on increasing contributions to GLOC and increasing extrabudgetary resources: there is a projected increase of $3 million in the former. The extraordinary growth of the extrabudgetary programme in the region has enabled $6 million to be transferred from the core budget to extrabudgetary resources. In view of the extremely limited number of

international Professional posts in the region and the non-existence of the FSL category in the region, they have not formed any part of the RBLAC strategy.

5. The Division for Europe and the Commonwealth of Independent States

101. Information regarding this region is provided in much greater detail in chapter VI, section E. In view of the very scarce resources allocated to this region, the savings achieved by the Division are limited to two specific areas. The first relates to the implementation of decision 91/29 with regard to Cyprus; the second relates to the closing of the office in the former Yugoslavia.

6. The regional service centre concept

102. The regional service centre concept was first proposed in paragraph 22 (b) of document DP/1992/40. It was stated therein that the concept addressed the issue of relocating service and processing functions from a high-cost to a low-cost area. A number of potential functional areas, including accounts examination, were identified and the Governing Council was informed that a pilot test was being led by RBAP and BFA. In endorsing the Administrator's budget strategy, the Council specifically requested the Administrator, in paragraph 5 (a) of its decision 92/37, to ensure that regional service centres do not introduce a new bureaucratic layer nor duplicate headquarters functions.

103. Against this background, the Administrator appointed a manager to initiate the pilot in the RBAP region. A task force was established at headquarters to monitor progress and provide overall guidance. The terms of reference of the manager include the fact that he reports directly to each line manager at headquarters with responsibility for the service being performed. The manager has started operations from a service centre located in Malaysia. The Accounts Section (DOF), DAMR, OPS and UNFPA have all expressed strong interest in participating in the pilot.

104. The manager's initial findings have given rise to a new approach in the accounts area. The initial approach envisaged was for the regional service centre to process documentation otherwise sent to headquarters. The supporting documentation for the accounts was to be provided to the regional service centre rather than to headquarters. The new approach is to keep the documentation in the field offices but to contract with an internationally reputable audit and accounting firm to provide a range of audit and accounts examination services in each field office on a regular basis. Tender documents have now been prepared and an offer is expected to be made by April 1993.

105. The advantage of such an approach is that it reduces cost by providing the service at the location; it expands coverage enormously since it enables an audit and accounts examination function to be provided in every office - monthly if necessary; and it increases the professionalism of the service. It is currently estimated that for complete coverage of the Asia and Pacific region, such a service would cost the UNDP core budget $150,000 a year. The total cost, including services rendered in support of national execution, OPS and UNFPA, would amount to some $300,000.

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106. OPS has expressed interest in the regional service centre reconciling project imprest accounts as well as reviewing and processing all OPS IOVs for the region, including data entry. OPS will therefore require processing services located in the regional service centre. It is expected from preliminary discussions that UNFPA might require both IOV processing facilities as well as audit and accounts examination coverage.

107. Table V.7 provides a breakdown of the budget estimates for the implementation of the regional service centre concept. Based on the encouraging progress made, these estimates are based on the following assumptions:

(a) Specific provision is made at present for regional service centres in Asia and Africa;

(b) Only one full-time international Professional regional service manager is required to oversee the start-up of these centres;

(c) At this stage, many of the services provided will be incorporated in the form of subcontracted services;

(d) Sources of funding for these services included below are the core budget, the support to national execution appropriation line, OPS and extrabudgetary, including UNFPA. Table V.7 provides a gross and net budget. The gross budget includes total requirements from all sources. The net budget represents the net cost to the UNDP core budget.

Table V.7. Regional service centre: budget estimates for the 1994-1995 biennium a/, b/

(In thousands of US dollars)

Object of expenditure	Gross cost	Net cost
International posts	240	70
Local posts	390	90
Subcontracts	1 400	720
Total	2 030	880

a/ The apportioned costs to UNDP relating to one international Professional post and five local posts have been included in the net cost column.

b/ The apportioned costs to the core UNDP budget are to be found in a separate object of expenditure line in table 5, entitled "Support to RSC". Similarly, the costs to the support to national execution appropriation line have been included in a support to the regional service centre object of expenditure line.

108. At the present time, the pilot remains in an early phase and no definitive conclusions can yet be drawn. The Administrator believes that the pilot should pay its own way to some extent. Over time, the implementation of the concept should generate savings, which would be used for further expansion of the concept once it has proven itself. In the same vein, the regional service centre will charge field offices for specific services required. In this way, any expansion of the service centre would be funded from field office budgets, ensuring that the centre remains entirely responsive to country-based needs.

109. In summary, the Administrator is convinced that an exciting start has been made and the implementation of the pilot deserves funding at the requested level. The concept responds directly to requests by the General Assembly and the Governing Council to find new means of enforcing accountability and, moreover, it does so at the field-office level without building up increased capacity at headquarters. At the same time, the provision of these services is expected to bring about a significant increase in field office financial and administrative capacity at a time when the increase in national execution makes this a high priority.

110. Finally, it should be noted that the implementation of the regional service centre concept has been instrumental in enabling the substantial savings projected at headquarters, in particular in the Accounts Section (DOF), as described above.

E. Europe and the Commonwealth of Independent States

Europe

111. By its decision 91/46 of 21 June 1991, the Governing Council approved the opening of field offices on a temporary basis in Poland, Albania and Bulgaria. The Council decided to take a final decision on this issue as soon as possible, but not later than at its fortieth session (1993) in the light of a review, justifying the profile, staffing and size of the field offices in Europe, of the progress in the mobilization of extrabudgetary resources and of the government local office costs contributions. Following is a report on status with regard to each of the three offices.

112. The office in Poland opened in 1990. By the end of 1991, it had reached its authorized UNDP core strength of one international staff member (the Resident Representative), two National Officers, and six General Service staff. By the end of 1992, four additional General Service staff were financed from extrabudgetary resources. Since its opening, the office in Warsaw has concentrated on the provision of impartial advice to national and local governments, the private sector and NGOs. Major inputs have been in the area of training and advisory services with emphasis on cost-effective modalities such as TOKTEN, UNISTAR and UNV in support of Poland's efforts to (a) achieve integration into the international economy; (b) strengthen national capacity to support Poland's economy in transition; (c) improve the capacity to absorb international cooperation through strategies that ensure demand-driven assistance; (d) improve the coordination and management of external assistance; and (e) develop new approaches to social policy and the setting up of new social institutions.

113. As to the financing of the office, the Government fully met its obligations to contribute towards local office costs ($0.5 million for the period 1970-1992). In addition, an amount of $112,000 was made available in support of extrabudgetary activities during the same period. As to the programme, the Government contributed the equivalent of $563,000 to three projects. Other cost-sharing was obtained from USAID ($333,000) and has been committed by EEC (ECU 300,000) and WHO ($50,000). Two other cost-sharing arrangements are under negotiation for contributions of $400,000 from EEC and $4.1 million from Japan. An equivalent of $112,000 was contributed from several sources for ad hoc activities primarily relating to seminars and conferences dealing with matters of concern not only to Poland itself but also to the region as a whole. The country programme was approved in 1992 and is being used as a framework for mobilizing additional resources. It is anticipated that the programme will attract extrabudgetary resources equivalent to four times the IPF.

114. The field office in Albania opened in August 1991 and was fully operational by October 1991. It has now reached its core staffing complement of two international staff members, two National Officers, and eight General Service staff. Since its opening, the office has concentrated its efforts on providing impartial and independent advice to the Government in support of its approach to develop human resources for the design and implementation of the major structural reforms (political, economic, and social) under way in Albania. UNDP has been playing a lead role in efforts aimed at the establishment of a social safety net, the creation of a permanent national capacity for elections, the preparation of a master plan for the education sector, and the preparation and implementation of public sector administrative reform. The GLOC established for Albania for 1992, the first full year of operation of the office, is estimated at the equivalent of $42,250. Office premises are being made available as a contribution in kind.

115. The focus of donors has been on the provision of emergency balance of payments and of food support to Albania. UNDP has been collaborating with the major donors, EEC and Italy, in this regard. Through a management services agreement with the EEC, support is being provided for an ECU 1 million humanitarian emergency assistance programme. Funding has been approved for a second phase of this programme. Extrabudgetary resources thus generated cover a number of additional staff associated with providing services. An EEC programme for support to NGO activities that would be managed under similar arrangements is being actively considered. This is in line with the effective coordination role UNDP has already played with NGOs operating in Albania. Negotiations are being held regarding the creation of a major trust fund for Albania to be administered by UNDP. Discussions are also under way with development agencies from different countries on the possibilities of joint financing through cost-sharing, parallel financing, trust funds, or management service agreements.

116. The office in Bulgaria has only recently been established and it is therefore too early to report on its activities. The authorized staffing profile consists of one international Professional (Resident Representative), two National Officers and five General Service staff. The new country programme was presented to the Governing Council at its special session in February 1993.

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The Commonwealth of Independent States, the Baltic States and Georgia

117. The Administrator presented his report on the Commonwealth of Independent States and the Baltic States (DP/1992/51) to the Governing Council at its thirty-ninth session (1992). The report was in response to Governing Council decision 92/8 of 14 February 1992 and examined ways of establishing a presence in the newly independent States of the former Soviet Union. In its decision 92/43 of 26 May 1992, the Council approved an amount of up to $3 million from within the approved 1992-1993 core budget to open a number of temporary country and/or regional offices in the Baltic States and the Commonwealth of Independent States.

118. As requested by the Governing Council in its decision 92/43, the Administrator submitted to the Council at its special session in February 1993 a report on the provisional activities of the programmes undertaken in the Baltic States and the Commonwealth of Independent States (DP/1993/5). In the report, the Administrator reviewed the UNDP approach so far towards the establishment of a temporary field structure and the financing thereof during the 1992-1993 biennium. The review was made in the context of the emerging role of UNDP in the newly independent countries of the former Soviet Union. The Administrator stated his belief that the nature of multilateral support to the process of transition to market economies and democracy did require some sort of United Nations system physical presence, however small, at least temporarily. In order to provide integrated support, such a presence would be the most effective way to make the expertise of the United Nations system, and related specialized information, accessible to those who need it to conduct and benefit from the transitions. Similar concerns had guided the Secretary-General when he decided to establish integrated United Nations Interim Offices in six of the newly independent States and requested UNDP and the Department of Public Information to execute this decision. The Secretary-General has subsequently decided to establish a United Nations Interim Office in Georgia under similar arrangements.

119. As of February 1993, the Governing Council has accorded recipient status to the 15 countries, including Georgia, that have emerged from the former Soviet Union. UNDP has since engaged in a policy dialogue with the Governments of the countries aimed at outlining short-term strategies providing a framework for technical cooperation programme development, as well as concrete and practical operations for the United Nations system in support of the transition to market economy and democracy. The following paragraphs provide summary information, as of February 1993 on (a) the strategic approach of UNDP in responding to technical cooperation demands; (b) the substantive programme operations being carried out and planned as of February 1993; and (c) the Administrator's 1994-1995 budget proposals.

Strategic approach in responding to technical cooperation demands

120. The strategic approach of UNDP for programme development and implementation is based in the first place on the comparative advantages of the United Nations system in responding to the urgent demands for building sound human and institutional capacity for managing the transition process, thereby playing a complementary role in technical cooperation with other donors. This approach has three principal elements: (a) it responds to immediate political, economic and social needs through quick impact and short-term advisory services and

training in economic and social areas critical to lending credibility and sustainability in the early stages of the transition; (b) it builds the capacity of national institutions responsible for coordinating and managing foreign aid; special emphasis is placed on making national management capacity operational to support demand-driven assistance, national execution, aid coordination and resource mobilization; and (c) it facilitates policy dialogue between recipient Governments and United Nations bodies, leading to identification of priority areas for United Nations assistance and donor financing and the preparation of country programmes with a longer-term perspective.

Substantive programme operations

121. As of February 1993, work has started in 12 countries on the development of country frameworks for short-term transitional support (short-term country strategies). Frameworks are most advanced for Estonia, Kazakhstan, Kyrgyzstan, Latvia, Lithuania and Ukraine. In these countries, the frameworks are already used as a tool for guiding the relationship and work to be carried out jointly by the United Nations in support of the transition.

122. A second area is the development of prototype projects covering subjects of common concern to many of the countries in the region and for which the multilateral system has a comparative advantage. Work has been completed or is advanced on a number of such projects: (a) based on the Polish experience, umbrella project facilities are already approved or are about to be approved in Estonia, Latvia, Lithuania, Ukraine and Uzbekistan to provide short-term expertise to the transition; (b) projects aimed at national capacity-building for international aid management have been developed in Azerbaijan, Ukraine and Uzbekistan; (c) of interest to all countries, a project concept has been finalized for developing national execution capabilities of those local institutions that play an important role in international cooperation; (d) a UNDP/United Nations/UNITAR programme proposal for capacity-building in the area of foreign relations and international negotiations has reached an advanced stage of formulation; (e) in collaboration with NGOs working with parliaments of western countries, a project has been developed to build up the professional skills of lawmakers in the newly independent countries; (f) a joint UNDP/IMF/United Nations/ECE/prototype project is being considered for institution-building in statistics and national accounts, with specific consideration of the needs derived from the integration of these countries into the world economy.

123. The UNDP Management Development Programme is designed to strengthen the public sector capabilities in a market-economy environment. Objectives served by MDP include the streamlining of the Civil Service and its orientation to the new functions the State is assuming in the countries of the region. Missions have been carried out already to seven countries (Estonia, Latvia, Lithuania, Kazakhstan, Kyrgyzstan, Turkmenistan and Ukraine), and country-specific programme proposals have been established for which resources are being sought.

124. Since June 1992, 18 individual projects have been developed, totalling more than $3.2 million. Of these, nine (worth $1.1 million) have been approved and nine (worth $2.1 million) are awaiting approval. Half of the projects fall in the prototype category, and the other half have been developed for country-specific situations. Financing for these activities is expected to be

provided by IPF and SPR funds and from cost-sharing. Eleven of the proposals are country-specific while eight have a regional or subregional character.

125. Regional cooperation has been identified as an area where the United Nations system has a comparative advantage. UNDP and United Nations specialized agencies have therefore given attention to the development of regional packages, within which agencies assume responsibility for technically substantive inputs and UNDP provides support to integrated management and resource mobilization. Examples are: (a) a preparatory assistance for capacity-building of traders on international commodity markets serving basic needs is being implemented by UNCTAD; (b) IAEA and UNDP have established a joint effort preparing for an international workshop at which country-specific programmes will be established for the safety of nuclear power plants and radiation protection, an area where internationally coordinated approaches are essential; (c) the preparation of a package on practical training for small business management is nearing completion; this project has been designed to fill an important gap in the development of a new entrepreneurial class starting out with very little or no capital; this package has been developed in collaboration with both the NGO community and the World Bank; (d) work has started with WMO on the recovery of essential meteorological stations in the Central Asian republics; the present situation affects the ability of weather forecasting and as a consequence, poses increasingly serious hazards to the security of commercial flights in an area much larger than the republics directly involved.

126. The Administrator's approach towards establishing presences in the countries of the former Soviet Union must be seen in the context of his overall functional approach towards managing UNDP activities in the region. The notion of an expanded team network recognizes that there is a single management unit, comprising headquarters as well as field staff. A consideration in forming the small team of field representatives is the complementarity they would offer to each other and to headquarters staff in relation to the UNDP role in support of the transition. Substantive areas of responsibility are being assigned to individual field staff in accordance with their qualifications and experience, who will then function as a resource to other colleagues in their field of expertise. Contacts were made with ECE and several United Nations specialized agencies to identify the possibilities of their getting involved in the expanded team approach. The team approach is supported by a low-cost, satellite-based communications system for a number of the countries. Alternative solutions were being explored to link up the remaining sites. The technical aspects of accessing databases and other information systems of ECE and United Nations specialized agencies was under study, as well as the linkages with major non-United Nations institutions active in the region, such as EEC and EBRD.

Budgetary proposals

127. It is against the above background that the Administrator makes his proposals for the 1994-1995 budget relating to the UNDP temporary field presence in the region. As to the estimated total costs (excluding the cost of United Nations international and local staff for interim United Nations offices), reference is made to table V.8 below. Total cost for all offices is estimated to be $7.87 million, of which $4.14 million relates to the United Nations interim offices and $3.73 million to the UNDP temporary offices.

Table V.8. **UNDP field presence in Europe and the Commonwealth of Independent States:**

cost estimates and sources of financing (1994/1995)

		Total costs (gross)a/					Sources of financing			
COUNTRY AND TYPE OF OFFICE (0)	GLOC WAIVER (%) (1)	RECURRENT (PER YEAR) INTL (DP) (2)	RECURRENT (PER YEAR) LOCAL (3)	INTL (DP) (4)	RECURRENT LOCAL (5)	TOTAL (6)	UNa/ (7)	GOVT (8)	EXTRA BUDGETARY (9)	ALLOCATION 94/95 CORE BUDGET (10)
United Nations interim offices										
ARMENIA (UN)	25	140.0	120.0	280.0	240.0	520.0	74.2	79.8	175.0	191.0
AZERBAIJAN (UN)	50	140.0	120.0	280.0	240.0	520.0	81.7	53.2	20.0	365.1
BELARUS (UNDP)	25	150.0	120.0	300.0	240.0	540.0	74.2	79.8	175.0	211.0
GEORGIA(UN)	25	140.0	120.0	280.0	240.0	520.0	74.2	79.8	175.0	191.0
KAZAKHSTAN (UNDP)	50	150.0	120.0	300.0	240.0	540.0	81.7	53.2	20.0	385.1
RUSSIA (UN)	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
UKRAINE (UNDP)	25	150.0	120.0	300.0	240.0	540.0	74.2	79.8	175.0	211.0
UZBEKISTAN (UNDP)	50	290.0	145.0	580.0	290.0	870.0	99.7	67.2	20.0	683.1
Unallocated					90.6	90.6				90.6
Subtotal United Nations interim offices		1,160.0	865.0	2,320.0	1,820.6	4,140.6	560.0	492.8	760.0	2,327.8
UNDP temporary offices										
ESTONIA	25	150.0	110.0	300.0	220.0	520.0	0.0	71.4	250.0	198.6
KYRGYZSTAN	50	150.0	110.0	300.0	220.0	520.0	0.0	47.6	20.0	452.4
LATVIA	25	150.0	110.0	300.0	220.0	520.0	0.0	71.4	250.0	198.6
LITHUANIA	25	150.0	110.0	300.0	220.0	520.0	0.0	71.4	250.0	198.6
MOLDOVA	50	150.0	110.0	300.0	220.0	520.0	0.0	47.6	20.0	452.4
TAJIKISTAN	50	150.0	110.0	300.0	220.0	520.0	0.0	47.6	20.0	452.4
TURKMENISTAN	25	150.0	110.0	300.0	220.0	520.0	0.0	71.4	20.0	428.6
Unallocated					90.6	90.6			0.0	90.6
Subtotal UNDP temporary offices		1,050.0	770.0	2,100.0	1,630.6	3,730.6	0.0	428.4	830.0	2,472.2
TOTAL		2,210.0	1,635.0	4,420.0	3,451.2	7,871.2	560.0	921.2	1,590.0	4,800.0

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a/ Excluding costs of UN international and local staff

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Explanatory notes to table V.8

I. GENERAL

Column (0): COUNTRY AND TYPE OF OFFICE

There are two types of offices:

(a) Interim United Nations Offices

(i) Headed by the United Nations (UN)

(ii) Headed by UNDP (UNDP)

(b) UNDP temporary office

Column (1): GLOC WAIVER

Based on UNDP policies and procedures, host Governments contribute towards local office costs. Local office costs are defined as all recurrent office costs excluding international staff costs and international travel. Depending on 1989 per capita GNP, a waiver is granted. It is assumed that office space will be made available free of charge.

II. ESTIMATES OF TOTAL GROSS COSTS

Column (2) and (3): RECURRENT (PER YEAR) INTL STAFF AND LOCAL

Recurrent UNDP international staff costs per year in column (2) and recurrent local office costs (including UNDP local staff) in column (3). For purposes of estimating costs, the average level of head of office is P-5/D-1 and average level of deputy is P-4.

Column (4), (5) and (6): RECURRENT INTL STAFF, LOCAL AND TOTAL

As columns (2) and (3), but taking into account UNDP international staff assigned and assuming that office will be operational during the whole of the 1994-1995 biennium.

SOURCES OF FINANCING

Column (7): UNITED NATIONS

For interim United Nations/UNDP offices, the United Nations pays 50 per cent of recurrent costs after deduction of the contributions by Governments (see column (8)) and up to approximately US$ 560,000 for the 1994-1995 biennium. In addition, the United Nations will finance one international (either the head or deputy of the interim office) and one local staff post.

Column (8): GOVERNMENTS

Estimated receipt of contributions based on estimated office costs in accordance with the principles mentioned in the note to column (1) above.

Column (9): EXTRABUDGETARY

Extrabudgetary resources projected to be generated as contribution towards office costs.

Column (10): ALLOCATION 94/95 CORE BUDGET

This column provides the net amounts projected to be charged to the $4.80 million allocation proposed for approval by the Governing Council.

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128. In respect of financing, the Governing Council approved, in its decision 92/43, a net amount of $3 million for a period of 18 months for use in the Commonwealth of Independent States. Based on this, an amount of $4 million would represent the base for the full period of 24 months 1992-1993. The Administrator is requesting a volume increase for one additional international Professional post in Uzbekistan in view of the size of the IPF ($10.8 million). After taking into account the global inflation rate in the field, the Administrator proposes a new net amount of $4.8 million as a core-budget contribution to the estimated total cost of the offices in 1994-1995. It is projected that the remaining costs will be covered by an additional $1.48 million, representing the combined contributions by the United Nations and Governments towards local office costs and $1.59 million from extrabudgetary resources. For 1992-1993 the Administrator, with the specific agreement of governments, proposed the use of IPF resources in a limited number of countries. Governments agreed that a modest amount of IPF resources would serve as an initial investment for building up substantially larger programmes from extrabudgetary resources. The Administrator does not foresee the need for the use of IPF resources during 1994-1995. Most of the extrabudgetary funding will result from income originating from trust funds and resource mobilization for specific programmes and projects. Moreover, it is anticipated that United Nations specialized agencies with an interest in joining the office network will make contributions towards sharing the cost of expanded offices.

129. With the exception of Uzbekistan, the Administrator proposes no changes to the basic staffing profile of one international Professional and two local Professional staff per office. The average number of General Service staff in each office is expected to be four.

130. The United Nations interim offices in Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Ukraine and Uzbekistan will be jointly staffed by the United Nations and UNDP, with the United Nations providing one additional international Professional and one local staff. In this connection, the Administrator remains committed towards working with the Secretary-General on the issue of integrated United Nations offices in the field. In the case of Armenia, Azerbaijan and Georgia, United Nations staff have been assigned as United Nations Representative and head of the office while UNDP staff have been assigned as United Nations Representative and head of the office in Belarus, Kazakhstan, Ukraine and Uzbekistan. Negotiations are under way in pursuance of the Secretary-General's decision to open a United Nations interim office in the Russian Federation. No changes are proposed with regard to the Professional staffing profile of the UNDP temporary offices in Estonia, Kyrgyzstan, Latvia, Lithuania, Moldova, Tajikistan and Turkmenistan.

F. Management of change: human resource aspects

131. In 1992, in the Administrator's presentation of the budget strategy, two specific proposals dealing with the management of change in the personnel area were submitted to the Governing Council. One covered a pilot approach for short-term contracts to provide a more streamlined and flexible approach for the hiring of individuals who perform functions limited in duration and therefore non-permanent in nature. The second proposal was for limited authority to be granted to the Administrator to review, between budget biennial submissions, the

job classifications for posts in the P-1 to P-5 range and to make changes as necessary and in accordance with established common system standards, subject to a zero-sum limitation.

132. In its decision 92/37, the Governing Council approved both proposals on a pilot basis. For the former proposal (short-term contracts), the Council stressed the importance of common-system wide approaches and inter-agency consultations, and requested an interim report in 1993 and a comprehensive report in 1994. For the latter (job classifications), the Council again stressed the importance of common system-wide approaches, confirmed that the proposal should have no financial implications, and decided to review the implementation of the pilot, including its continuation, at its fortieth session.

133. At the time of preparation of the budget document, the arrangements for the pilot on short-term contracts were still in a preparatory stage. Consultations with the potential users were followed by the development of a set of rules to govern scope of coverage, duration, eligibility, conditions of service and internal controls. As the new short-term contract will be used to enter into formal contractual commitments with individuals, it is intended that its pilot implementation be as an integral package, although still quite limited in scope, given its trial and pilot nature. Consultations among agencies are ongoing and will continue. UNDP is consulting both informally and formally with ICSC. As the more technical and procedural aspects are completed at a level sufficient for the pilot, the Administrator will introduce the new contract in the second quarter of 1993 for a limited number of individuals. The Administrator intends to supplement the present interim account with a verbal or, if necessary, a written statement to the Governing Council at its fortieth session on the actual use of short-term contracts. Considerable importance is attached to the concept of the short-term contract and it is recognized that other organizations of the system are likely to be interested in eventually applying something similar if the experiment is successful. The Administrator therefore wishes to begin in a limited, deliberate, and well-considered way. Given that the pilot is in its incipient stage at this point, the Administrator is not requesting the Council to take any further action other than to take note of the early preparations.

134. As concerns the piloting of zero-sum approval authority for P-1 to P-5 job classifications, the Administrator wishes to report that no changes in the classified levels of existing Professional posts have been approved since Governing Council decision 92/37. This is not particularly surprising for two reasons: (a) since the Administrator has traditionally discouraged the ad hoc review on a case-by-case basis of individual posts, they rarely change, in their nature and level, independently from other posts in the same unit; (b) the Administrator has launched a process for regular, thorough and integral reviews of whole units. The Council was advised last year of the plans of the Division of Personnel for the progressive review of posts in all units at headquarters, followed by the review of posts in the field. Plans for such a review were completed in the second half of 1992. All units and staff were advised by memorandum of the mechanisms and procedures for the review of posts at headquarters; the unit-by-unit reviews were also announced. An initial selection of units has been made, and the programme began in early 1993. Briefings have taken place in the first unit selected and the preparation and submission of job descriptions for review is about to start in that unit. The

Division of Personnel will proceed from unit to unit in a measured and systematic way, within the constraints of available resources. The Administrator intends to ensure that his approval of the findings of the integral unit reviews, together with any occasional ad hoc individual post reviews, are dealt with in the agreed zero-sum approach for the P-1 to P-5 range. Results that fall outside of that cost-neutral approach, if any, would be presented to the Council in the context of the biennial budget submissions, along with any recommendations affecting posts at the D-1 level and above. The Administrator therefore requests the Council to take note of the status of the work in the job classification area and to permit the pilot to continue for at least another year, at which time a report would be provided on the experience gained.

G. Cost adjustments

135. The estimates incorporate a cost adjustment of $4.0 million or 0.9 per cent over the proposed 1992-1993 estimates adjusted for the volume decrease, a currency release of $4.8 million, and inflation amounting to $49.1 million, which represents 11 per cent on the biennial base or 5.5 per cent per year.

136. The cost adjustments of $4.0 million represent the following items:

(a) An increase of $0.3 million, which is a technical adjustment to the 1994 budget estimates to incorporate the effect of hardship and mobility allowance in the 1994 appropriations resulting from the consolidation of 6.9 points of post adjustment into base pay (in accordance with General Assembly resolution 216);

(b) An increase of $4.5 million for the normal within-grade increment for headquarters and field office staff;

(c) A decrease of $0.8 million reflects the implementation of a revised methodology with respect to rent, by which the user is charged directly for the actual cost. Corresponding increases are reflected in the appropriations of the non-core and extrabudgetary users.

137. With regard to currency adjustments, the 1994-1995 UNDP core budget estimates, in line with usual practice, are being adjusted for the first year of the biennium (see chapter III: Methodology - for explanation). The result is a currency release on the core budget of $4.8 million.

138. The 1994-1995 inflation adjustment figure of $49.1 million represents the full impact of applying the Administrator's inflation projections to bring the 1994-1995 base, which is expressed in revised 1992-1993 prices, up to 1994-1995 prices. This represents an increase of 5.5 per cent per year globally, or 3.7 per cent per year at headquarters and 6.5 per cent per year in the field.

139. The Administrator recognizes that the smooth implementation of the proposed budget strategy entails some transitional costs. This is particularly the case in view of the fact that the 1994-1995 reductions follow a 15 per cent reduction in headquarters core posts in the 1992-1993 biennium. The transitional costs fall into two categories.

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140. In the first place, it is necessary to allocate resources to cover a number of agreed separations, both at headquarters and in the field. Although the reductions will be implemented in very large measure through attrition, turn-over, reassignments and the recruitment freeze currently in place for headquarters General Service, some agreed separations will be required. In this connection, the Administrator received Governing Council approval, in the context of the 1992-1993 reductions, to obligate the full cost of termination agreements secured during the course of that biennium against available resources in the 1990-1991 budget. The Administrator plans to pursue the same policy with regard to termination agreements reached during 1993 and to obligate the full amounts incurred against the 1992-1993 budget.

141. The second category relates to the need for a smooth transition. There are two requirements to ensure as smooth a transition as possible. The first is the need to recognize that while some savings can be achieved prior to December 1993, others may take up to an additional six months to implement. For example, some posts to be cut on 1 January 1994 may be vacated in June 1993 through reassignment while others may naturally fall due in June 1994. The second is to be able to fund from savings systems development (including work related to the implementation of IMIS), training and other related costs that are a precondition to the rationalization and streamlining of business functions that underlie many of the reductions. Some of these costs will continue into the 1994-1995 biennium. Against this background, and in order to avoid unnecessary disruption of operations, the Administrator proposes to obligate and apply savings earned in 1993 up to a ceiling of 1.5 per cent of the 1992-1993 core appropriation to ensure a smooth transition into 1994.

142. The Administrator believes that it is important to emphasize that his proposals relating to meeting transition costs require no additional resources, neither in the 1992-1993 biennium nor in the 1994-1995 biennium.

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Table V.9. UNDP: summary of proposed increase/decrease in the gross budget estimates for the biennium 1994-1995, indicating amounts attributable to category of cost

(Thousands of dollars)

Source of funds/ appropriation line	Revised 1992-1993 estimates	Volume increase/ decrease	Cost increase/(decrease)				Total Increase (decrease)	1994-1995 estimate
			Various cost adjustments	Currency adjustment	Inflation adjustment	Total cost adjustment		
I. RESOURCES OF UNDP								
A. UNDP core activities								
Headquarters	148 253.6	(10 479.2)	1 646.0	(65.1)	10 004.1	11 585.0	1 105.8	149 359.4
Field offices	331 322.4	(31 335.0)	2 375.7	(4 691.4)	39 070.2	36 754.5	5 419.5	336 741.9
Total UNDP core	479 576.0	(41 814.2)	4 021.7	(4 756.5)	49 074.3	48 339.5	6 525.3	486 101.3
B. Programme support and development activities a/								
Programme development activities	21 286.0	2 412.9	441.5	(28.7)	1 877.8	2 290.6	4 703.5	25 989.5
Project/programme implementation services								
DSS	5 788.7	0.0	0.0	0.0	436.3	436.3	436.3	6 225.0
OPS	32 793.3	0.0	784.1	0.0	2 452.2	3 236.3	3 236.3	36 029.6
IAPSO	5 669.4	0.0	47.5	(23.3)	404.9	429.1	429.1	6 098.5
UNV	30 728.2	(438.0)	224.3	(342.8)	1 535.6	1 417.1	979.1	31 707.3
National execution	2 690.6	150.0	100.2	0.0	220.7	320.9	470.9	3 161.5
Total project/programme implementation services	77 670.2	(288.0)	1 156.1	(366.1)	5 049.7	5 839.7	5 551.7	83 221.9
Programme support	2 300.0	0.0	0.0	0.0	0.0	0.0	0.0	2 300.0
Total programme support and development activities	101 256.2	2 124.9	1 597.6	(394.8)	6 927.5	8 130.3	10 255.2	111 511.4
C. Total resources of UNDP	580 832.2	(39 689.3)	5 619.3	(5 151.3)	56 001.8	56 469.8	16 780.5	597 612.7
II. RESOURCES OF TRUST FUNDS								
UNCDF	10 766.0	(137.0)	476.4	0.0	718.7	1 195.1	1 058.1	11 824.1
UNFSTD and UNRFNRE	4 356.6	(300.4)	(3.8)	0.0	191.0	187.2	(113.2)	4 243.4
UNSO	8 004.3	(997.1)	483.7	(21.7)	585.7	1 047.7	50.6	8 054.9
UNIFEM	5 605.6	297.0	318.2	0.0	419.2	737.4	1 034.4	6 640.0
Total Resources of Trust Funds	28 732.5	(1 137.5)	1 274.5	(21.7)	1 914.6	3 167.4	2 029.9	30 762.4
III. TOTAL APPROPRIATIONS	609 564.7	(40 826.8)	6 893.8	(5 173.0)	57 916.4	59 637.2	18 810.4	628 375.1

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a/ Includes: Human development, sustainable development, private sector and technology, public sector management, TCDC/INRES and Economists

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VI. ANALYSIS OF THE FIELD STRUCTURE

A. Introduction

143. In its decision 92/37, the Governing Council requested the Administrator to review a number of related aspects of the UNDP field office structure. In particular, it requested the Administrator to take into account the levels of indicative planning figures and extrabudgetary resources, the impact of the composition of resources on the field structure, and the impact of different options for the decentralization of OPS (para. 7). It requested the Administrator to review the possibility of a more flexible and cost-effective approach to the UNDP field presence, including the option of closing field offices and of making use of regional offices (para. 8). It requested an analysis of the effects of the composition of management services on UNDP country programmes (para. 9). Also related, it requested an analysis of the appropriate sources of funding for field office services not related to UNDP (para. 20).

144. In the following paragraphs, the Administrator addresses these interrelated issues.

145. The starting point for any review of field office structure must be a definition of the principal functions of field offices. It must be emphasized from the outset that field offices play very different roles in different countries depending on the needs of the host country and the comparative advantages offered by the office in a particular country. In its resolution 47/199 the General Assembly stressed the fact that country strategies must be responsive to the needs and requirements of the country. This principle is no less applicable to the functioning of the UNDP field presence. While there is, therefore, a wide range of functions and roles being performed, it none the less appears possible to define a number of broad core functions, as follows:

(a) To ensure the Administrator's accountability for UNDP-financed programmes;

(b) To develop, support and monitor technical cooperation programmes at the request of, and in cooperation, with Governments;

(c) To respond to country needs and provide a range of services to Governments, at their request, including access to the substantive capacity of the United Nations operational system and resource mobilization;

(d) To engage in dialogue with national counterparts on themes of global significance as authorized by the General Assembly, the Governing Council and other legislative bodies;

(e) To provide management and operational support to the Resident Coordinator function;

(f) To provide a broad range of services in support of the operational activities of the United Nations system.

146. Consideration of the functions performed highlights the critical importance of the universality of the UNDP field presence. The requirements for the development and provision of support to technical cooperation programmes is quite different from those for capital assistance, external budget support or even emergency relief. Technical cooperation is an activity that seeks to build national capacity. It follows that it is a form of cooperation that requires intimate knowledge of local conditions and needs, a long-term relationship between national counterparts and UNDP, and a relationship built on respect and trust. The relationship between UNDP at the local level and national counterparts provides the foundations on which external missions, often to be counted in the hundreds each year even in the smallest countries, can build.

147. The Secretary-General has noted that "the increased importance being attached to policy concerns of a multidisciplinary nature in operational activities has important implications for the future functioning of the system ... it will require an intimate knowledge of local conditions and institutions and an ability to work closely with them" (A/47/419, para. 46).

148. From the host country perspective, the presence locally of UNDP provides a unique service that can be responsive to specific needs and concerns. It provides a support mechanism on a continuing and "as needed" basis that can provide neutral and objective advice and is not sectorally biased. It provides a mechanism that can immediately respond to local conditions.

149. The field office network provides the international community with a vehicle to give expression to global themes and priorities as stipulated by General Assembly, Governing Council and other legislative bodies. The existence of a local presence provides the best possible entry point for a dialogue with host Governments on all matters of mutual concern.

150. The UNDP field office network provides a wide range of services to the operational system of the United Nations. These are analysed in more detail below. The critical point here is that if these services were not available locally through UNDP, they would have to be created; to do so throughout the operational arms of the system would have a substantial budgetary impact on the budgets of agencies throughout the system. Multiplication would lead to a loss of economies of scale and to a rapid increase in the management overheads required to oversee the provision of services. From the host country point of view, the multiplication of service needs from each agency would lead to additional workload and costs associated with partnership in the operational system of the United Nations.

151. For the reasons indicated above, the Administrator believes that a regional presence cannot replace the functions performed at the national level. Numerous resolutions have called for decentralization to the field level in order to ensure responsiveness to local needs and conditions; the right of countries to establish their own priorities and the need for the international community to assist Governments in this process has been repeatedly emphasized. To quote again from the report of the Secretary-General, "the changing context of operational activities demands increased decentralization to the country level" (A/47/419, para. 130). The Administrator does not interpret these as calls to regionalism; he believes that they require a reaffirmation of commitment to the UNDP field network and to a system-wide strengthening of this local presence.

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152. Foremost in any consideration of the UNDP field office network is the need to view the global network from a host country and a United Nations system-wide perspective. The implications of any weakening of UNDP local presence must be analysed from the point of view of host Governments and the whole United Nations system. Table VI.1 provides an overview of the 1991 expenditures on operational activities of the United Nations system.

Table VI.1. Expenditures on operational activities of the United Nations system in 1991

Financial source	1991 Expenditure (billions of dollars)
UNDP and UNDP-administered trust funds	1.2
UNFPA	0.2
UNICEF	0.6
WFP	1.3
Agencies (regular budget and extrabudgetary)	1.0
Subtotal	4.3
IBRD/IDA gross disbursements on technical cooperation (expenditure on training and consultants)	1.1
Refugee, humanitarian, special economic and disaster-relief grant activities	1.4
Total	6.8

Source: A/47/419/Add.2, pp. 36, 37.

153. UNDP and its JCGP partners accounted for $3.3 billion of the expenditures on operational activities of the United Nations system in 1991 while the regular budget and extrabudgetary funding from agencies totalled $1 billion. The support to United Nations operational activities appropriation at $48 million per annum represents approximately 1 per cent of operational expenditures excluding IBRD/IDA technical cooperation expenditures and humanitarian and emergency assistance. If the latter are included, the percentage drops to 0.6 per cent. The Administrator believes that this investment in the infrastructure of the operational system provides an excellent return which impacts on the effectiveness of the system as a whole. Partial measures to ensure budget savings in the UNDP global network may well lead to implications that increase costs for the system as a whole as well as for the host Government.

154. Less tangible but of equal importance is the implication of a lessening of UNDP presence at the national level on the character of the Organization. UNDP is a field organization. Not only do the great majority of its staff members

serve in the field but programming and priorities are established in the field. If UNDP were to become essentially a headquarters or regional organization, an essential ingredient of its character and a critical element of its comparative advantage would be lost.

B. The principle of universality

155. The Administrator remains firmly committed to maintaining a universal presence at the national level. This overriding principle of universality should not be compromised. This commitment does not of itself dictate that the presence need be uniform in nature nor does it determine the appropriate source of financing for all functions. Experience and Governing Council decisions provide clear guidance on both the type of presence required and the appropriate source of financing.

Universality of presence versus differentiated structures

156. Universality of presence should not be confused with uniformity of structure. At one extreme, what is required is the resident representative/resident coordinator with a limited number of local professional and support staff. At the other extreme, a significant office capacity is required, both with respect to programme responsibilities and the provision of administrative services. The range in office profile required is not simply a function of programme size. It is a function of the role performed by the office in a particular environment. Staffing profiles need to be the subject of management decisions and not subject to mechanistic formulas. An analysis of the current range in core office staffing profiles yields the following result:

Table VI.2. Distribution of international Professional staff

Core staffing	Number of offices					
	RBA	RBAP	RBAS	RBLAC	DECIS	TOT
Offices with one international Professional	-	3	4	-	4	11
Offices with two international Professionals	1	4	9	18	2	34
Offices with over two international Professionals	42	17	5	6	-	70
Total	43	24	18	24	6	115

157. It is evident that there is a wide range of office profiles. Expressed in terms of international professional resources, it is clear that a significant proportion of UNDP resources is located in LDCs in Africa and Asia. Out of 70 offices with more than two core international staff, 59 are to be found in these two regions, with 60 per cent in Africa. Table 11 provides detailed

information on office costs by office while information regarding the staffing of each office is being made available to the Governing Council.

158. The need to contain overall budgetary costs led to a detailed review by the Regional Bureaux with the full participation of field offices as to how costs could be reduced. The results of this exercise are reflected in chapter V. The review reflected management decisions regarding existing office profiles and the most appropriate ways of reducing costs.

159. In the context of the review requested by the Governing Council in paragraph 8 of its decision 92/37, a number of specific initiatives that are leading to increased differentiation in field office structures can be highlighted:

(a) The regional service centre concept is an attempt to define certain functions that can appropriately be provided at a regional level. The concept is described in full above in section V.D. While at the current time the implementation of this concept has had an impact specifically on headquarters staffing requirements, it may in due course have a significant impact on field office needs;

(b) The study by a consultant of the division of labour in the Pacific region between the Fiji and Samoa field offices has led to a restructuring of functions between the two offices. While the office in Samoa is being maintained in order to perform those functions requiring a local presence, it has been found beneficial to consolidate and restructure programming capacity in the Fiji office;

(c) The experience in the newly independent states is based on the concept of shared capacity accessible through information networking. The need for a local presence is being reconciled with the need for having access regionally to substantive programming and administrative backstopping. The size of the programmes being managed in these countries remains very small and this type of regional support system might well be applicable only to countries with strictly limited programme management responsibilities. As it is, these offices will not be able to provide the range of services provided in other countries. None the less, the Administrator will assess the implications and lessons learned from this experience at the earliest opportunity;

(d) UNDP is establishing as a priority a clearly defined communications policy that will enable increased and easy access to information at reduced cost. The ultimate implications of the implementation of this policy, which could be expected to bear fruit by the end of the next biennium, will also need to be assessed at the appropriate time.

160. In summary, two points need to be emphasized. The first is that universality of presence has none the less allowed for a wide range in the profile of offices and the functions they perform. Secondly, the Administrator is currently undertaking a number of initiatives that will help further to define staffing profiles and office requirements in the future.

Universality versus sources of financing

161. The Administrator attaches overriding importance to the principle that the UNDP core budget should provide the resources to maintain the universality of the UNDP field presence. This presence is required to perform the functions described above. The Governing Council has over the years established three complementary principles which, in providing certain parameters, serve to reinforce the principle referred to above. These principles can be summarized as follows:

(a) Countries with a per capita GNP over a certain amount are entitled to resources from the core budget only under certain defined programme conditions.

For net contributor countries with programmes for the fifth cycle over $15 million, the costs of both resident representative and deputy representative can be borne by the core budget; for countries with programmes under $15 million and over $10 million, the cost of the resident representative can be borne by the core budget; for countries with programmes under $10 million, the total costs of a local presence, including that of the resident representative, should be borne by the Government;

(b) All countries should contribute to local office costs. In recognition of differences in the capacity of different countries to contribute to these costs, the Governing Council has approved a waiver system for government local office contributions;

(c) Costs associated with extrabudgetary programmes should be self-financed, i.e., should be a charge to the extrabudgetary programmes themselves and not to the core budget of UNDP.

162. Each of these three principles has provided the Administrator with critical instruments in the implementation of his budget strategy. The implementation of the NCC policy has led to significant savings to the core budget in a number of countries. Emphasis on the government local office cost contributions has been an important factor in the budget strategies adopted by RBLAC and RBAs. Finally, the development of extrabudgetary resources has underpinned the RBLAC budget strategy and is expected to play an increasingly important role in the strategies of RBAs and the Division for Europe and the Commonwealth of Independent States.

C. Analysis of field office workload

Services provided by field offices to support the operational activities of the United Nations

163. The issue of reimbursement for services provided by UNDP field offices to the United Nations operational system has been before the Governing Council for over a decade. The overall principles to guide such reimbursement were established by the Council in decision 82/33.

164. In its decision 82/33, the Governing Council affirmed the role of UNDP field offices as the primary instrument for providing services and coordination

to United Nations operational activities and recognized that the provision of these services and of this coordination put a significant workload on the field offices, with implications for UNDP administrative costs. Against this background the Council authorized the Administrator to continue to provide services at then existing levels and at the same time authorized the Administrator to make adequate arrangements with United Nations specialized agencies in those circumstances where significant additional workload would require additional identifiable resources.

165. In his presentation of the 1992-1993 budget estimates (DP/1991/49, (vol. I)), the Administrator noted that the current lack of differentiation in the presentation of the field budget acted, paradoxically, as a disincentive for the field offices to perform the wide range of service functions, for the United Nations system and for the broader community, which are their hallmark. Financial constraints made it necessary for field offices, instead of embracing these tasks, to seek reimbursement at every opportunity.

166. The potential consequence of this was to encourage increased fragmentation rather than the coordinated approaches that have been mandated. The Administrator suggested that ACABQ and the Governing Council might wish to consider alternative presentations of the field budget to take this into account.

167. In paragraph 37 of its decision 91/46, the Governing Council requested the Administrator to review the cost elements charged to the UNDP budget not related to the delivery of the IPF programme as well as costs incurred on behalf of UNDP by others and also requested the Administrator to provide an analysis of appropriate sources of funding for these elements.

168. In his revised budget estimates for the biennium 1992-1993 (DP/1992/40), the Administrator proposed to collect more reliable empirical data from field offices on the distribution of workload. Further, the Administrator proposed that in future budgets the portion of the field office workload specifically related to support to the operational activities of the United Nations system would be presented under a separate appropriation line of the programme support and development activities component.

169. ACABQ took note of the Administrator's proposal (DP/1992/39, para. 25). For its part, the Governing Council endorsed the Administrator's proposals specifically relating to increased transparency of the nature of the services rendered by UNDP field offices to non-UNDP financed programmes and the associated costs (see para. 19 of decision 92/37). The Council also reiterated its request, contained in decision 91/46, for an analysis of appropriate sources of funding to be presented at the fortieth session.

170. Against this background, the Administrator is presenting a new appropriation line in the current budget estimates entitled "Support to the operational activities of the United Nations". The amount shown in this line represents that portion of field office workload which the workload study indicates relates to support to the operational activities of the United Nations, i.e., 29 per cent.

Table VI.3. UNDP field office workload: percentage breakdown of staff time

Type of activity	Resident Representative	Deputy Resident Representative	Programme section	Administrative section	Total staff time
			(Percentage)		
A. UNDP matters					
UNDP-financed programming and execution activities (IPF, SPR, cost-sharing, etc.)	41.9	59.0	68.8	55.6	59.1
UNDP-administrative funds (only UNDCF, UNSO, UNIFEM, UNFSTD/UNRFNRE)	4.2	4.7	4.4	4.2	4.3
UNDP promotional and representational activities	17.2	10.0	6.4	7.9	7.8
Subtotal A	63.3	73.7	79.6	67.7	71.2
B. Non-UNDP matters					
Non-UNDP programmes for which Resident Coordinator is responsible (UNFPA, UNDCP, WFP, UNIC, etc.)	8.4	5.8	3.6	8.6	7.0
United Nations agencies regular and trust fund programmes	5.3	7.9	7.9	8.3	8.1
United Nations system aid coordination	7.7	4.5	4.4	2.6	3.4
Emergency/special	8.0	3.0	2.6	2.8	2.9
Requests from United Nations Secretary-General and/or Director-General for DIEC	3.7	2.9	1.4	3.5	2.9
Security	3.6	2.2	0.5	6.5	4.5
Subtotal B	36.7	26.3	20.4	32.3	28.8
Total	100.0	100.0	100.0	100.0	100.0

Note: The data is based on a two-month period of daily time analysis by 70 per cent of the UNDP field offices.

171. The results of the workload study are shown in table V.3. Questionnaires were sent to all field offices. A simple time sheet was provided and all staff members (or, in certain cases, groups of staff members) were requested to categorize time spent over a two-month period. Representing a response rate of over 70 per cent, the results are consistent with those of the impressionistic questionnaires sent to resident representatives over the last decade.

172. One interesting feature of the results is that the workload implications of the service and coordination functions provided by UNDP are widely spread throughout the office. The percentage of time spent on support to operational activities of the United Nations is 37 per cent for the resident representative; 26 per cent for the deputy resident representative; 20 per cent for the programme section; and 32 per cent for the administrative section. Clearly, it is the entire structural capacity of the office which is at the service of the operational system as a whole.

173. The Governing Council also requested the Administrator to provide an analysis of appropriate sources of funding for non-IPF related workload elements. In document DP/1992/40, paragraph 41, the Administrator indicated a number of options with regard to alternative sources of financing for the non-UNDP related workload. These were:

(a) The full cost is charged to UNDP but the cost is reflected separately and transparently;

(b) The full cost is charged to UNDP and is reflected as an integral part of the UNDP core budget;

(c) The full cost is subject to an assessed budget;

(d) The full cost is reimbursed on the basis of an agreed apportionment by all participating organizations in the system.

174. At the present time the Administrator has clearly endorsed option (a). Bearing in mind the central coordinating role of UNDP, ACABQ expressed the view in its report (DP/1992/39) that this represented the most viable alternative. The Administrator continues to believe that no approach should be pursued that would lead to further fragmentation. An approach requiring total reimbursement for all services rendered would act as a disincentive to use the field offices as a focal point for coordination and support. The Administrator believes that UNDP field offices should continue to provide these services and coordination functions as an integral part of the role of the offices in the field. He believes that this is critical to the cost-effectiveness of the operational system as a whole.

175. This does not preclude the possibility of resident representatives negotiating reimbursement at the local level for additional and identifiable workload; in fact, this is already provided for in Governing Council decision 82/33.

176. The Governing Council may also wish to review the possibility of ensuring that funding available for new and defined functions is channelled under the leadership of the resident coordinator through the UNDP field office. Unified

budgetary and administrative management in the field is critical to both efficiency and cost-effectiveness. For example, the United Nations regular budget contribution to the funding of the United Nations interim offices in the newly independent states is being managed in an integrated manner through UNDP. Specific resources made available, e.g., in the area of humanitarian assistance should be channelled through the field office structure. Similar considerations might apply in the area of information.

177. In sum, while the Administrator believes that UNDP should continue to provide the range of services it does at the current time without instituting a full reimbursement regime, he also believes that consideration should be given to ensuring that new resources earmarked to enhance capacity in the field should be integrated into the field office structure under the leadership of the resident coordinator. In this manner, new sources of funding could be developed that would help to sustain field office capacity to respond to evolving challenges. These sources could comprise both assessed funds and earmarked contributions.

Budgetary implications of delegated authority

178. The General Assembly and the Governing Council have stressed, in numerous resolutions and decisions the need for decentralization and for delegation of authority to the country level. Action has also been called for by the Secretary-General in his report on the triennial comprehensive policy review of operational activities of the United Nations system (A/47/419), where he makes specific reference to the "insufficient delegation of authority granted to country representation in implementation of projects" (para. 129b). In this connection, he noted that "the attribution of fellowships, purchase of equipment ..., recruitment of consultants ... and all significant budgetary adjustments are still submitted to headquarters for action or approval" (para. 129b). In its resolution 44/211 the General Assembly emphasized "the need to further decentralize capacity and authority in the United Nations system to the country level." In paragraphs 23 and 26 of resolution 44/211 specific recommendations are made regarding the implementation of decentralization.

179. In its resolution 47/199 the General Assembly recently made some specific recommendations in this regard. In paragraph 24, it decided that capacity and authority should be further decentralized to the field offices, providing them with the necessary technical and substantive expertise. In paragraph 27, it stressed that the procurement of expertise and equipment and the placing of fellowships should be decentralized to the country level to the maximum extent possible. In paragraph 18, it stressed the urgent need for the United Nations system to give increased priority to assisting recipient countries in building and/or enhancing the necessary capacity to undertake national execution, including the provision of support services as required at the field level. Also recently, paragraph 7 (c) of its decision 92/37, the Governing Council requested the Administrator to report on the impact on the field structure of decentralization in OPS. Most recently, in its decision 93/7, the Council again emphasized the importance of the delegation of authority to the country level.

180. The Administrator is committed to applying the guidance provided by the General Assembly and the Governing Council. The broader issues relating to substantive delegation of authority and accountability are dealt with in the

Administrator's report on these matters (DP/1993/24). In order for delegation to be implemented in practice, budgetary expression is also required. Discussions on delegation are often confined to the necessary trade-off between increased delegation and enhanced accountability. The Administrator believes that a successful delegation policy requires a concomitant budgetary policy to ensure that the workload that results from the delegation is reimbursed. The discussion in the present report is confined to delegations related to OPS and national execution.

181. The implications for field office workload of delegated authority from OPS were first reviewed seriously in late 1991 and were the subject of discussion at the regional meeting of resident representatives in Latin America and the Caribbean held in January 1992. In July 1992, a task force was established in UNDP to study the issue of reimbursement to field offices for the workload associated with the delegation on behalf of OPS to field offices of implementation activities. The methodology pursued by the task force was to estimate by project line the percentage of workload delegated to field offices. The critical elements influencing workload in the field are the extent to which staff, contracts and procurement are administered locally. The task force recommended that a general rate of 15 per cent of the OPS overhead earned on cost-sharing projects be apportioned to field offices in reimbursement for workload incurred on behalf of OPS. A premium rate of 20 per cent could be considered in those cases where specific criteria were met and the composition of project inputs was heavily weighted to local implementation.

182. The task force limited itself at that time to the consideration of cost-sharing projects. Bearing in mind the explicit directives of the General Assembly, the Administrator is now initiating action in consultation with OPS to institute a reimbursement regime following the same principles for all projects in which substantial implementation-related tasks are requested from field offices.

183. The Administrator proposes to elaborate guidelines in order to respond to the provisions contained in paragraph 18 of General Assembly resolution 47/199. The Administrator explained in document DP/1991/49 (para. 188) that the operational and administrative costs associated with any external agents providing services to Governments would be a charge to the 10 per cent IPF subline. Such support would be provided in the form of a project, and thereby be requested and approved by the Government.

D. Structure and resources: summary

184. In paragraph 7 of its decision 93/37, the Governing Council specifically requested the Administrator to take into account the levels of indicative planning figures and extrabudgetary resources, the impact of the composition of resources on the field structure and to analyse the effects of the composition of management services on UNDP country programmes.

185. The preceding paragraphs have addressed many of the issues involved. The Administrator's analysis indicates that the existing structure, distribution of core resources, and mix of funding sources clearly take into account the levels

of indicative planning figures and extrabudgetary resources. Table V1.4 provides an overview of the current situation. It demonstrates a clear correlation at an aggregate level between IPF levels and core staffing as well as extrabudgetary programme levels and extrabudgetary staffing at a regional level. Table V.4, which contains a breakdown of government local office contributions, and table VI.2, which shows the distribution of international Professional staff make the same point.

186. With respect to the impact of the composition of resources on the field structure, the Administrator's conclusion from the preceding analysis is that the Governing Council has already quite deliberately prescribed the impact's parameters. These parameters can be summarized as follows:

(a) Core funding for core functions, with the caveat that for countries with a certain level of per capita GNP, core funding was conditional on a certain minimum size of programme;

(b) Extrabudgetary programmes must fund associated functions;

(c) Field office workload related to support to the operational activities of the United Nations system will be shown in a separate appropriation line in the UNDP budget;

(d) Reimbursement for additional and clearly identifiable workload to be negotiated at the local level.

Table VI.4. Resources and staffing by source of financing: overview

	Fifth cycle IPF	1992 cost-sharing	MS 1992 management services	1992-1993 core staffing	1994-1995 core staffing	1992-1993 extra-budgetary	1994-1995 extra-budgetary
RBA	1 812	27	27	1 580	1 523	171	171
RBAP	1 493	29	11	1 046	951	150	138
RBAS	302	21	1	477	427	156	156
DECIS	74	2	6	91	66	4	26
RBLAC	314	171	63	501	426	219	291
TOTAL	3 995	250	108	3 695	3 393	700	782

187. The Administrator is now introducing two new parameters:

(a) New sources of funding to be identified and channelled through UNDP field offices for identifiable and distinct field office functions;

(b) A reimbursement regime to be negotiated in respect of OPS for workload associated with the delegation of authority to the field office.

188. In conclusion, the multiplicity of funding sources and the complexity of financial arrangements that support the UNDP field office structure is a reflection of the vitality of the field structure in a time of stagnant voluntary contributions. In the final analysis, the composition of resources is a direct function of the composition of programmes. The composition of programmes is a function of the availability of grant resources on the one hand and the willingness and desire of recipients and donors to channel earmarked resources through UNDP on the other. The field office structure and the composition of its resources is in this respect defined by the services required of it by the international community.

189. Finally, consideration is required of the impact of management services on the country programmes. Table VI.5 provides a summary of the composition of management services by region.

Table VI.5. Composition of management services by region (1992, estimated)

(Millions of dollars)

Region	Multilateral sources	Bilateral sources	Total
Africa	4	23	27
Asia	1	10	11
Arab States	-	1	1
Europe and the Commonwealth of Independent States	1	5	6
Latin America	15	48	63
Total	21	87	108

190. Table VI.5 indicates that 81 per cent of management services provided by UNDP/OPS in 1992 related to the provision of bilateral management services. Of this amount, 76 per cent related to the commodities procurement programme funded by one donor. Measured against UNDP total estimated delivery, management services represent some 8 per cent of total delivery. Excluding the commodities procurement programme, management services represent only some 3 per cent of total delivery. It is evident, therefore, that management services have only a marginal impact in aggregate terms on UNDP country programmes.

191. As referred to above, the provision of bilateral management services is dominated by the procurement of commodities programme, which is a non-project, grant-aid activity that provides balance-of-payments support and debt relief by financing the procurement of equipment and commodities on the basis of international competitive bidding. This programme demonstrates the role of bilaterally funded management services projects in contributing to the development process. While the grant cannot be measured directly in terms of sustainability as traditional technical cooperation projects are, they do help

countries sustain structural adjustment reforms, freeing scarce resources for development priorities. The programme is discussed in more detail in the Administrator's report to the Governing Council on the status of management services (DP/1992/43).

192. The major feature of services provided in conjunction with the multilateral development banks is UNDP support to components of structural adjustment programmes financed from lending packages. Under these agreements, borrowers from international lending institutions benefit from the involvement of UNDP/OPS by ensuring that available funds are spent expeditiously and economically through established international procedures. In this respect UNDP contributes to increasing the borrower's capacity to absorb and thus mobilize investment resources.

193. Against this background, a number of further aspects may be considered: the impact of management services on country programmes with regard to principles of multilateralism, the impact on funding trends, and the impact on sustainability.

194. With regard to the principles of multilateralism, the Administrator believes that the original rationale provided in document DP/1982/35 remains valid. Two principal rationales were provided at that time. The first was that by putting the extensive infrastructure of UNDP at the disposal of donors and recipients alike, not only would maximum benefit be derived from the existing infrastructure but additional funds might be available to the developing countries concerned. The second rationale presented was that in view of the central coordinating role of UNDP for United Nations system technical cooperation, a more effective use could be made of scarce financial and real resources when these additional resources were programmed in close liaison with UNDP and United Nations system inputs. With regard to the first rationale, experience suggests that both the global infrastructure of UNDP and the OPS implementing capacity have been important considerations in the development of bilateral management service agreements. In the case of the second rationale, experience again suggests that the use of management services has made a contribution in a number of cases towards making bilateral aid flows multilateral, both in terms of maximizing the value of goods and services procured through the process of international competitive bidding and because of the neutral character of the assistance.

195. There is no evidence that the use of management services has had an adverse impact on voluntary contributions to UNDP. On the contrary, there are indications that the close collaboration engendered by the use of management services has given rise to an increased flow of resources, in particular with regard to cost-sharing.

196. The issue of the impact and sustainability of programmes and projects funded by bilateral donors was dealt with in particular in document DP/1990/67. That report concluded that UNDP/OPS involvement sharpened the focus on these issues in bilaterally funded activities. The issue is again dealt with in document DP/1992/43. The Administrator continues to believe that UNDP involvement in management services helps to bring the traditional emphasis of UNDP to bear on sustainability and capacity-building.

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VII. BUDGET ESTIMATES FOR THE BIENNIUM 1994-1995: PROGRAMME SUPPORT AND DEVELOPMENT ACTIVITIES

A. Programme development activities

1. Introduction

197. The rationale for the establishment of a separate appropriation line for programme development activities (PDA) was articulated by the Administrator in document DP/1991/49 (vol. I), paragraphs 43-60. The Administrator differentiated between activities to be funded from the core budget, activities to be funded from the PDA appropriation line, and activities that were to be project funded.

198. The Governing Council welcomed the Administrator's proposal as a first step to delineate more clearly between administrative, programme support and programme costs in line with General Assembly resolution 45/235 of 21 December 1990. At the same time, the Council stressed the importance of a clear and transparent delineation between programme expenditure on the one hand and PDA expenditure on the other (see decision 91/46, para. 23). The Council emphasized that the revised appropriation structure should not result in an arbitrary transfer of core budget expenses to the PDA line or to programme budgets.

199. In paragraph 25 of its decision 91/46, the Governing Council requested the Administrator to develop more specific criteria for the allocation of posts to the programme support and development activities line and to report on this in the context of the 1994-1995 budget estimates. It further requested the Administrator to include a detailed review of the justification for charging the economist programme to the PDA line.

200. The Administrator notes that the concept of the programme development appropriation(PDA) line has been welcomed both by ACABQ and by the Governing Council. The Administrator remains convinced that the establishment of the PDA line was an appropriate and timely response to the guidance provided by the Governing Council in its decision 90/34. The PDA line has enabled the Administrator to provide the Governing Council with a coherent and transparent presentation of the developmental focus of UNDP. The Council can now assess more easily whether developmental resources are being allocated in accordance with the priorities it has established. Table VII.1 presents PDA staffing requirements at headquarters for 1994-1995.

201. As indicated in the table, the Administrator is planning only marginal reductions in PDA requirements at headquarters. This is fully in line with the Administrator's commitment that budget reductions should not impact on UNDP substantive capacity. The rationalization and elimination of business functions that underlie many of the budget reductions at headquarters have an impact on line operations rather than on the substantive requirements of the Programme. Similarly, the decentralization of programme approval and appraisal functions impacts on the work of the Regional Bureaux and on core BPPE functions rather than on developmental activities.

Table VII.1. Programme development activities: International Professional posts by source of funding: 1992-1993 approved and 1994-1995 proposed: Headquarters

Area of focus	1992-1993 approved posts			1994-1995 proposed posts		
Headquarters:	Core	PDA	Total	Core	PDA	Total
Directorate	1	0	1	1	0	1
Human development						
NGO/poverty	2	1	3	2	1	3
Women in development	1	2	3	1	2	3
Human development	0	4	4	1	4	5
AIDS/basic needs	1	1	2	1	1	2
Education	1	2	3	1	2	3
Subtotal	5	10	15	6	10	16
Sustainable development	4	2	6	4	2	6
Private sector and technology						
Private sector	1	4	5	0	4	4
Technology	1	0	1	1	0	1
Infrastructure	1	0	1	0	0	0
Subtotal	3	4	7	1	4	5
Public sector management	3	4	7	2	4	6
TCDC/INRES	0	8	8	0	7	7
Total	16	28	44	14	27	41

202. The Administrator's initiatives in this regard are described in more detail in document DP/1993/24. Moreover, at a time of stagnation in the growth of core resources, the PDA profile is of critical importance in the mobilization of thematically oriented resources.

203. In section VII.A.2 below, the Administrator proposes new elements for a field PDA. This includes renewed consideration of the economist programme as requested by the Governing Council in paragraph 25 of its decision 91/46. It also includes proposals relating to field support in the areas of the environment and HIV/AIDS.

204. The Administrator has given further consideration to the need for a clearer delineation between programme, programme support and operational expenditures. He is in full agreement with the need for the clearest possible delineation, including reasonable criteria. At the same time, he is conscious that enormous efforts can be put into elaborating guidelines and criteria with limited practical impact. Consideration was given to undertaking a workload study for all BPPE staff to determine, according to established criteria, whether staff should be deemed "core" or "PDA". This was rejected because of the heavy workload involved and pending further discussion in the Governing Council.

205. At the present time, the Administrator has adopted a pragmatic approach based on the following three elements:

(a) The Governing Council should have available detailed information on all posts located at headquarters, irrespective of source of funding. Posts in BPPE financed from the core budget and PDA are shown in table VII.1. Detailed information on all project-funded posts is also provided. Completeness and transparency of information will enable the Governing Council to satisfy itself in detail as to the appropriateness of the proposals before it;

(b) The Administrator will continue to apply a highly restrictive policy regarding the establishment and location at headquarters of project-funded posts. Currently, there are 23 project-funded posts at the Professional level funded from the general resources of UNDP and nine posts at the Professional level funded from extrabudgetary resources. The Administrator believes that to date programme-financed posts remain clearly delineated from PDA and he remains committed to ensuring that there is no arbitrary transfer of core or PDA resources to programme expenditure;

(c) With regard to the specification of more clearly defined criteria to delineate core from PDA functions, the Administrator proposes to pursue a pragmatic distinction. BPPE staff have both operational support and programme support and development functions. Posts that relate predominantly to operational support are allocated to the core budget whereas posts relating essentially to programme support and development activities are allocated to the PDA line.

206. Operational support functions include technical advice to the Regional Bureaux, to other units in UNDP and to Governments in programme and project formulation, in programme and project appraisal and evaluation, in consultant referrals and in specialized agency liaison. Programme development-related functions include the identification of new concepts and initiatives promoting

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the areas of focus set out by the Governing Council, the development of programmes and projects to implement those areas, the management of newly developed thematic programmes, the mobilization of resources in support of the thematic programmes, representation in theme-related meetings with agencies and other organizations and the dissemination of information relating to the programme theme.

207. In summary, the cornerstones of the Administrator's approach to the delineation issue are transparency and completeness of information, a policy of keeping to a minimum project-funded posts at headquarters financed from UNDP core programme resources, and simple working criteria for the establishment and maintenance of PDA posts.

2. Proposals relating to programme support and development functions in the field

208. Currently, the economist programme is the only element of the PDA located in the field. The Administrator proposes to expand the field component of the PDA to include networks of national officers in the areas of sustainable development and HIV/AIDS. In making this proposal, the Administrator is adopting an approach based on the following four principles:

(a) The field PDA should provide substantive capacity only in areas where the UNDP global network has a clear contribution to make and a recognized comparative advantage;

(b) The field PDA should fund programmes based on the same criteria as the headquarters PDA. The focus should be on the same elements elaborated in paragraph 204 above;

(c) The field PDA should constitute the UNDP priority substantive contribution to the resident coordinator's overall capacity to respond to emerging development challenges.

209. Already in its resolution 44/211, the General Assembly called for strengthening of the capacity of the resident coordinator and of the operational system at the country level. It called for country offices and the resident coordinators to provide effective, ongoing multidisciplinary technical advice and support to Governments (para. 15 a). In its resolution 47/199, the General Assembly decided that:

> "in order to enhance the coherence in programming and resource utilization, programme development and component approval, capacity and authority should be further decentralized to the field offices, providing them with the necessary technical and substantive expertise". (para. 24)

In paragraph 26 of resolution 47/199, the General Assembly also stressed that the United Nations system should use to the fullest extent possible available national expertise;

(d) The field PDA should provide funding for programmes that can be clearly delineated and for which the Governing Council may expect specific

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accountability. While the management of the resources funded from PDA should be integrated with UNDP core management, certain aspects of these programmes may require distinct treatment. Specifically, there will be separate recruitment criteria for field PDA-funded posts.

The economist programme

210. In paragraph 25 of its decision 91/46, the Governing Council requested a detailed review of the justification for charging the economist programme to the PDA appropriation line. In undertaking this review, the Administrator has drawn heavily from the preliminary findings of the evaluation that has since been undertaken of the economist programme. The main functions of the economists are described in the evaluation as including the following:

(a) Advice to resident representatives on economic issues;

(b) Macroeconomic structural and policy analysis;

(c) Identification of main constraints to the development of the country's human resources;

(d) Assistance to NaTCAPs;

(e) Support to round-table meetings;

(f) Analytical and technical advice on the country programmes.

The Administrator believes that the four principles elaborated above are all clearly applicable to the economist programme.

211. At the time that the economist programme was established, it was clear that as the leader in funding technical cooperation and building human capacity, UNDP needed at a minimum to be able to provide some economist capacity to support technical cooperation activities. This premise has now been reconfirmed by the evaluation report.

212. The evaluation itself makes it clear that the functions are essential if UNDP is to be a viable partner in responding to the emerging development needs of LDCs. The economist capacity is essential if UNDP is to be able to relate appropriately to the consequences of democratization, of the development of more market-based economies and of growing concerns with poverty alleviation, the environment and the impact of HIV/AIDS. As in the case of the headquarters PDA, therefore, it is clear that the economist programme in the field meets the same developmental criteria.

213. The economist programme is a critical contribution to the capacity of resident coordinators to fulfil their functions in LDCs. Without such a capacity, however minimal, it would be difficult to conceive how resident coordinators could respond adequately to country needs.

214. Finally, there are clear advantages to the delineation of a distinct programme with clearly identified funding. It enables specific accountability for the programme. Specific procedures have been put into place for the

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recruitment of economists to fill specialist posts requiring distinct qualifications.

Sustainable development programme

215. As stated in document DP/1993/28, the exploitation of UNDP comparative advantages will ride to a significant extent on the capacity of the UNDP global network of field offices to assist Governments to mobilize resources, to provide programme development and support functions and to coordinate support. These tasks will be of great importance in assisting in building up, where necessary, capacities to formulate and implement policies and programmes for sustainable development. In order to fulfil these aims, it is necessary to increase the internal capacity of UNDP at the country level.

216. This recommendation is primarily the result of three factors: a review of the internal capacity of UNDP, the mandates given to UNDP at UNCED, and the nature of the fifth cycle programmes, which place special emphasis on the environment.

217. The review of the internal capacity of UNDP to meet the growing demands of developing countries in the area of sustainable development, undertaken in pursuance of Governing Council decision 92/16, paragraph 7, concluded that in most field offices the present set-up of environmental focal points was not suitable to meet the demands in the medium or long term, and that a perceived need exists to have dedicated human resources in these new areas.

218. This increased demand is in part a reflection of qualitative and quantitative changes in the composition of fifth cycle country programmes. While in the fourth cycle references to the environment were quite limited, the importance of sustainable development is a major focus of fifth cycle country programmes, as mandated in Governing Council decision 90/34. Field offices require staff qualified in the complex, technical areas related to the environment if they are to perform credibly the role foreseen.

219. UNCED provides explicit guidance for the role of UNDP. The UNDP global network of offices provides the essential infrastructure to support the implementation at the country level of many of the tasks identified during UNCED. Three specific elements requiring UNDP support were identified at UNCED. The first was to act as a lead agency in organizing United Nations system efforts towards capacity-building. The second was to assist developing countries in the establishment and strengthening of national coordination mechanisms and networks related to activities for the follow up of UNCED. The third was to assist in the mobilization of both internal and external resources for developing countries.

220. The Administrator believes that the establishment of a network of sustainable development national officer posts will make a significant contribution to the capacity of the resident coordinator in this critical area. It responds to the challenge given by UNCED and is in line with the approach adopted by the General Assembly in its resolution 47/199, which is to focus resources at the country level.

221. Against this background, the Administrator proposes to establish 41 national officer posts. The principal functions of the national officers would be to:

(a) Coordinate UNCED follow-up activities and promote the implementation of UNCED-related activities;

(b) Contribute to the strengthening of national capacity as required to develop and implement sustainable development programmes;

(c) Coordinate field-level activities under the major UNDP-sponsored or co-managed programmes in sustainable development such as GEF, the Montreal Protocol and CAPACITY 21;

(d) Provide support to resident coordinators and Governments, as requested, on sustainable development issues;

(e) Make technical inputs into environmental project and programme reviews and provide substantive support to the Resident Coordinator;

(f) Monitor and assist in the implementation of UNDP environmental management guidelines in the country programme and all UNDP-assisted activities;

(g) Promote the use of sustainable development policy tools through UNDP activities and through active dialogue with government counterparts and other interested parties, as appropriate;

(h) Assist Governments, as requested, in the implementation of international environment and sustainable development conventions and in the preparation for negotiations of new, related legal instruments;

(i) Create a network of sustainable development national officers providing country-level substantive support to Resident Coordinators/Resident Representatives.

222. The posts would be allocated in principle along the following lines: Africa: 14; Asia: 12; Arab States: 5; Latin America: 5; Europe and the Commonwealth of Independent States: 5. Criteria for the location of the posts includes the profile of sustainable development in the fifth cycle programme, national commitment to the implementation of Agenda 21 and overall participation in sustainable development initiatives including GEF, the Montreal Protocol and CAPACITY 21. The proposal amounts to $1.9 million for the biennium. The Administrator proposes to report to the Governing Council at a later date on the specific distribution of posts and progress made in the programme.

HIV/AIDS programme

223. In paragraph 6 of its decision 92/14, the Governing Council requested the Administrator to conduct an assessment of the activities of UNDP to combat HIV/AIDS beginning with a group of developing countries. The assessment was carried out and in the report it was concluded that:

> "the United Nations system of agencies and its principal representatives in the developing countries are not now in a position to provide the leadership and support that the developing countries require to address the HIV/AIDS pandemic."

224. It was also noted in the report that WHO is providing the technical policy support at the country level that is required by ministries of health. This remains an enormous and critical task. In addition, greater attention was required on the impact of HIV/AIDS on a wide range of development issues. As stated in the report:

> "in this work, the United Nations system of agencies in the developing countries has the potential for providing constructive support and leadership that can be critical in confronting the development crisis HIV/AIDS presents. But without substantial direction from United Nations leadership and systematic processes for coordinating plans and operations in the field, this United Nations role will not materialize and separate agency initiatives will only add to coordination and execution difficulties."

225. Recommendations reached during the assessment for an optimal strategy favour a four-part approach:

(a) United Nations resident coordinators to take the responsibility for leadership;

(b) UNDP to become a major donor;

(c) WHO Global Programme on AIDS to provide technical guidance;

(d) Other United Nations agencies to join in a unified United Nations strategy for HIV/AIDS developed under the resident coordinator's leadership.

In putting forward this proposal, however, it was noted in the assessment that UNDP does not have the staff capacities in the field to plan and administer an expanded programme for HIV/AIDS. For this reason, one of the specific proposals arising from the assessment was to create local staff support for the resident coordinator for HIV/AIDS programmes, in particular to assist with the preparation of a unified strategy and with the monitoring of its implementation.

226. The Administrator envisages that a network of local national officers dedicated to HIV/AIDS would perform the following critical functions:

(a) Create and increase understanding of the pandemic as a pervasive development issue among all concerned individuals, groups and institutions;

(b) Strengthen national capacity to develop effective and sustainable broad-based programmes that address all aspects of the pandemic and which mobilize the resources of communities and the private sector as well as of Governments;

(c) Enhance national capacity to coordinate the response to the pandemic among and between community organizations, government ministries, and other groups;

(d) Strengthen national capacity to coordinate HIV-related technical and financial assistance of external donors through a unified strategy in support of the national response;

(e) Support and expand the response of individuals and communities to all aspects of the pandemic and explore approaches to the provision of technical and financial assistance to these programmes;

(f) Strengthen national capacity to negotiate and programme HIV-related loans from the World Bank and regional financial institutions;

(g) Strengthen national capacity to develop and implement policies and programmes to plan to minimize the adverse impacts of the pandemic;

(h) Contribute to the in-country capacity of the United Nations system to integrate the causes and consequences of the pandemic into all aspects of national development;

(i) Develop intercountry strategies to address issues of shared concern and to facilitate the exchange of effective policies, programmes and lessons learned.

227. Against this background, and again in response to General Assembly resolution 47/199, the Administrator proposes to establish a limited network of 22 national officer posts. The posts would be allocated in principle along the following lines: Africa: 11; Arab States: 2; Asia: 5; Latin America: 2; Europe and the Commonwealth of Independent States: 2. Criteria for the location of the posts include the desire expressed by a country to develop and strengthen a broad-based and sustainable national response and the extent to which Resident Coordinators/Resident Representatives play an active role in the country in the mobilization and coordination of external support. The biennial cost is estimated at $0.9 million. The Administrator proposes to report to the Governing Council at a later date on the specific distribution of posts and progress made in the development of the programme.

Table VII.2. Programme development activities: international and local Professional posts by source of funding: 1992-1993 approved and 1994-1995 proposed: Field offices

Thematic area	1992-1993 approved posts	1994-1995 proposed posts
Field offices	PDA	PDA
Economists		
Regional Africa	22	22
Regional Arab States	2	2
Regional Asia and Pacific	3	3
Subtotal	27	27
Sustainable development (NO)		
Regional Africa		14
Regional Arab States		5
Regional Asia and Pacific		12
Regional Latin America and the Caribbean		5
Regional Europe and the Commonwealth of Independent States		5
Subtotal		41
HIV/AIDS (NO)		
Regional Africa		11
Regional Arab States		2
Regional Asia and Pacific		5
Regional Latin America and the Caribbean		2
Regional Europe and the Commonwealth of Independent States		2
Subtotal	0	22
Total (NO)	0	63
Grand total	27	90

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B. Headquarters and field support to national execution

228. In its decision 92/37, the Governing Council appropriated $2,680,400 for the purposes of headquarters support to national execution. This relates to headquarters support in the areas of audit and accounts. As described below, the Administrator proposes essentially to maintain the same level of resources in 1994-1995 in order to be able to provide the appropriate support at a time when national execution continues to increase rapidly.

229. At the same time, expanded field-level support is to be provided in the context of the regional service centre concept as described in section V.C above. For this purpose, $490,000 is being allocated from the headquarters and field support to the national execution line. The Administrator is proposing to redeploy $340,000 from the headquarters appropriation to support the implementation of the regional service centre concept. Savings are to be achieved through reductions in temporary assistance and consultancy allocations and savings in general operating expenditures. To supplement the resources made available through internal redeployment, the Administrator is proposing a volume increase of $150,000. As explained in section V.C, the coverage to be provided through contracting with audit and accounting services will enable a much deeper and wider range of services to be provided in relation to national execution.

230. In the 1992-1993 biennium, the National Execution Audit Section (NEXAS) of the Division for Audit and Management Review continued to seek improvements in the quality of governments' audit reports and their timely submission. NEXAS continued to evaluate audit reports, carry out audit missions when required, make recommendations for improvements and introduce additional audit scopes. Audit coverage has also been expanded to include projects executed by Governments financed from regional, interregional and trust fund projects.

231. In the second part of the 1992-1993 biennium, NEXAS embarked on a new phase of audit coverage. In response to recommendations made by the UNDP external auditors and following amendments of UNDP Financial Regulation 17.2 and new Financial Rule 117.1, approved by the Governing Council in its decision 92/36, NEXAS initiated the development of long-term audit plans aimed at ensuring that each nationally executed project is audited at least once in its lifetime and that major projects are audited more regularly.

232. These plans will be an important component of the work of NEXAS in the 1994-1995 biennium. The work now carried out by NEXAS and to be continued through the 1994-1995 biennium will ensure adequate audit coverage of all projects executed by Governments and will lay a strong foundation for government accountability of programmes as UNDP pursues the programme approach. In this connection, the need for programme accountability must be carefully assessed and established. The Administrator will report on his conclusions in this regard when some concrete experience has been gained.

233. With regard to the accounts section, expenditure will continue to be incurred principally in maintaining the processing of current-year transactions and reconciliation of operating fund accounts with Governments. In addition, training workshops for UNDP staff and their Government counterparts will continue.

234. There have been delays in the development of the information management system that was begun in 1991. Pilot testing and implementation have been rescheduled for 1993. It is expected that the first release of the system will be implemented in all field offices by mid-1994. The primary purpose of the system is to decentralize to the field offices the preparation of certified delivery reports. This will make the preparation of these documents more accessible to the field offices on a more timely basis, which should improve the rate of compliance with the audit guidelines. The system will also monitor income received for cost-sharing projects, verify the availability of budget and funds and review the history of submission of government disbursement reports prior to making disbursements. This is designed to strengthen the accountability of the Administrator for UNDP funds disbursed on behalf of NEX projects.

235. Successful implementation of the information management system will result in field offices assuming responsibilities previously executed by headquarters. Consequently, processing in headquarters will be reduced to minimum levels with a corresponding decrease in staffing required at headquarters. With the continued growth of the national execution modality, it is essential that UNDP be equipped to provide the requisite support. The role of headquarters staff will become more analytical, monitoring will be enhanced and increased training will be given to government staff. Implementation of the information management system during 1993 and upgraded versions over the period 1994-1995, will also require training and technical support, including trouble-shooting from headquarters.

C. Office for Project Services

236. As a result of the decisions taken by the Secretary-General with regard to the restructuring of the United Nations, the Administrator is presenting the budget estimates for OPS with regard to the 1994-1995 biennium for information purposes only at this stage. It is the Administrator's understanding that the 1994-1995 budget estimates for OPS will be presented by the United Nations in the context of the 1994-1995 budget estimates of the United Nations. The Administrator proposes to report orally on the situation to the Governing Council at its current session in the light of any action taken by the General Assembly at its resumed session.

D. United Nations Volunteers, 1994-1995

237. The Administrator is not proposing any volume changes in the UNV budget in respect of 1994-1995. A one-year technical adjustment is being made to reflect the reduction in the staffing formula applied to 1993 in 1994. The Administrator will revert to the Governing Council at its forty-first session, in the context of his revised budget estimates for 1994-1995, with the results of the application of the staffing formula as at end 1993.

238. UNV has seen an expansion of its activities in the humanitarian and peace-keeping areas. The UNV role in Cambodia is reported on in the context of the revised budget estimates for 1992-1993. The Administrator will pursue the policy that the costs associated with such major activities should be self-

financed from the relevant programme budgets and that these costs will not be included in the application of the staffing formula.

239. In paragraph 41 of its decision 91/46, the Governing Council requested the Administrator to consider streamlining the administrative functions of the UNV programme, in particular through further decentralization of routine decision-making authority to the field, with a view to achieving an overall reduction of administrative staff, particularly support staff, at UNV headquarters. The Administrator has adopted a twin approach to this request: the further delegation of authority at the field level and the relocation of certain functions away from headquarters.

240. With regard to the first, routine decisions are being increasingly decentralized to field offices. Since 1988, UNV has delegated many programme and administrative decisions to the field. In 1991, a revised manual containing the detailed conditions of service for UNV specialists was issued. The manual, which covers the detailed conditions of service for Domestic Development service field workers, is being released in the first quarter of 1993. The purpose of this manual has been to provide field offices with detailed guidelines for making decisions at the field level with respect to the entitlements of all UNV specialists. Routine decisions related to housing, local transportation, leave monitoring, settlement of travel claims, in-country medical evacuations, etc., are already being made at the field level.

241. The Administrator also believes that it is feasible in principle to devolve certain functions currently performed at headquarters to a more cost-effective location. In order to test the viability of this proposition, he intends to relocate certain functions on a pilot basis. Considering the overall size of UNV and the interrelatedness of its functions, the Administrator does not consider it feasible to relocate functions on a regional basis. Therefore, a single location is to be selected, based on certain criteria, including: lower costs; the quality of available services; the quality of available personnel; and proximity to Geneva. UNV will pilot the relocation of volume-intensive operations such as data entry and data-processing functions during the first phase, during which time other functions, such as recruitment, administration and finance, will also be reviewed for possible relocation. The budgetary implication at this time would be the relocation of one current staffing unit to the new location. At the same time, UNV will explore the subcontracting of certain services in the new location. The Administrator hopes to be in a position to indicate potential savings during the course of 1994. All costs associated with the pilot will be absorbed within the existing appropriation level.

E. Inter-Agency Procurement Services Office

242. Against the background of the post reductions applied to the core budget, the Administrator is making no additional staffing proposals in respect of the core budget of IAPSO. No increases in general operating expenditures on the core budget are requested. Since the time of the report contained in document DP/1992/40, one Professional extrabudgetary post has been established in 1993, thereby raising the number of extrabudgetary posts to 5 Professional and 15 General Service. If the income of IAPSO continues to grow, additional

extrabudgetary posts may be established during the course of the biennium. The continuation of staff recruited against extrabudgetary income is, of course, subject to the sustainability of that income.

F. Development Support Services

243. In paragraph 11 of its decision 89/59 of 30 June 1989, the Governing Council established a separate appropriation line of $5 million for the introduction of Development Support Services. DSS was set up as a decentralized consultancy fund made available to resident representatives for programme support and development activities in the field. The underlying rationale behind the new concept was that resident representatives need a facility that allows them to obtain, on a selective basis, additional substantive capacity in the form of short-term expertise, especially locally based. Such a facility was considered essential to assist resident representatives, as partners in the development process, in making better informed programme decisions, in taking new initiatives and in adding new dimensions to the programme.

244. At its thirty-eighth session (June 1991), the Council considered the Administrator's preliminary report on the use of DSS during the first year of its existence. The report was provided in the context of the revised budget estimates for 1990-1991 and budget estimates for 1992-1993 (DP/1991/49 (vol. I)). By its decision 91/46 the Governing Council approved the allocation for DSS for the 1992-1993 biennium. The Council requested the Administrator to report further on the experiences and utilization of DSS at its fortieth session. Following is the Administrator's report on the use of DSS during 1990-1991.

245. At the time DSS was first introduced in 1990, guidelines and instructions for the use and administration of the funds were issued. Allocations were given to all offices annually. Offices with high IPFs received a higher initial allocation. More resources were then given to offices that had additional requirements after the first allocation was utilized. The allocations were administered as a separate line of the administrative budget allotments. Expenditures against these allotments were monitored through the status of allotment reports, which are sent to headquarters every month.

246. In 1990-1991, DSS was used by 109 (95 per cent) of the 115 field offices. Total expenditure recorded in 1990-1991 financial statements amounted to $4.5 million, representing some 90 per cent of available resources.

247. Field offices provided summary information on each DSS consultancy for the preparation of the present report. This information included the name and nationality of the consultant, the duration of individual service contracts, their costs in local currency, major outputs obtained and the general category under which the consultancy could best be described. In addition, resident representatives provided an indication of success and elaborated on some consultancies which, in their view, had fully met expectations.

248. Table VII.3 provides a summary of a representative sample of the utilization of funds during the 1990-1991 biennium, broken down by region. Data is based on reports from 87 field offices (80 per cent of total), representing 77 per cent of expenditure. As can be seen from the table, a total number of 928 service contracts were entered into for a total amount of $3.3 million; the corresponding number of person months was 1,405 so that the average cost per month was $2,360 and the average duration of a service contract about 1.5 months. As to the origin of consultants, by far the majority (75.3 per cent) were local. A total of 24.7 per cent came either from the region or subregion or from outside the region. The latter category includes expatriates residing in the respective countries who were recruited locally.

Table VII.3. Development Support Services: Status of utilization during the biennium 1990-1991, by region

(Thousands of dollars)

	Local			(Sub)regional and other			Total		
Region	No.	Months	Expenditures	No.	Months	Expenditures	No.	Months	Expenditures
				(Expenditure in thousands of dollars)					
Africa	288	473	759.1	73	68	328.2	361	541	1 087.3
Asia and Pacific	152	257	469.9	76	75	396.0	228	332	865.9
Arab States and Europe	125	206	419.5	40	42	192.3	165	248	611.8
Latin America and Caribbean	134	229	546.3	40	55	207.0	174	284	753.3
Total	699	1 165	2 194.8	229	240	1 123.5	928	1 405	3 318.3

249. Table VII.4 gives an indication of the distribution of consultancies among the general categories listed. These categories correspond with those given in the original guidelines. The distribution is indicative only since in many instances the ultimate use of consultancy outputs would justify the classification in more than one category. This has in particular been the case where development of programme initiatives relating to global themes (environment, women in development, NGOs, etc.) were taken into account in the development of country programmes.

Table VII.4. Development Support Services: Contracts by category during the biennium 1990-1991, by region

Category	Service contracts (percentages)				
	Africa	Asia and Pacific	Arab States and Europe	Latin America and Caribbean	Total
A. Substantive advice relating to areas of priority concern to the Government	15.3	15.2	19.1	23.9	17.8
B. Substantive inputs relating to development of country programme	25.5	25.5	30.9	24.4	25.5
C. Development of sector or thematic programming (e.g., programme approach)	13.0	21.6	11.7	12.9	14.7
D. Implementation of local coordination arrangements	10.8	10.8	4.8	13.4	10.2
E. Development of programme initiatives relating to global themes such as environment, women in development, NGOs	24.1	17.3	26.6	12.9	20.7
F. Development of programme initiatives relating to national execution	3.2	4.8	2.7	7.2	4.3
G. Others	10.1	4.8	4.3	5.3	6.8
	100.0	100.0	100.0	100.0	100.0

250. Resident representatives were asked to indicate the success of DSS consultancies by rating them on a scale from 5 to 1, with 5 being the indicator for highest success. Of all consultancies, 19 per cent were rated 5; 41 per cent rated 4; and 34 per cent were rated 3. The remaining 6 per cent were rated 2 and below.

251. Resident representatives are unanimous in their support for the DSS concept. In their opinion, DSS is a flexible and swift means for them to give concrete follow-up to major substantive issues with which they are confronted on a daily basis. As a decentralized facility, DSS has proven to be particularly effective in supporting field offices to initiate and engage in substantive dialogues with Governments and other partners at every stage of the development process. The flexibility of DSS and its direct control by UNDP programme managers in the field has promoted efficiency and responsive action. Resident representatives have consistently expressed the conviction that DSS supports and entrenches their role as coordinator and focal point both as UNDP resident representatives and as resident coordinators. Resident representatives point to the fact that the capacity of field offices to function as active development partners and to provide substantive support to Governments can be enhanced only if modest funds such as DSS are made available to strengthen their substantive capacity selectively and on a short-term basis. It cannot be assumed, nor would it be necessary, that field offices have at all times the substantive capacity in house to deal with every aspect of the very wide range of substantive issues they find themselves involved in.

252. While it is not possible to describe the outputs of 928 consultancies individually, following is a general description of some of the types of inputs and services that have been obtained through the DSS facility.

253. Through DSS, offices have been able to provide substantive advice to areas of priority concern to Governments. This has, for instance, been very effective in assisting Governments to prepare for round-table and Consultative Group meetings as well as, for example, economic meetings at the regional level. Outputs of DSS consultancies were used by Governments in preparation of key policy papers and were taken into account in the preparation of national development plans. Short-term consultancies allowed Governments and field offices to determine and define the role of the United Nations system and other donors in support of peace processes. Outputs of such studies were instrumental in resource mobilization by Governments and, in the process, contributed to a coordinated approach by the donor community.

254. DSS has been used extensively to obtain substantive inputs to the development of country programmes. Preliminary needs assessment studies by DSS consultants have helped to focus programme orientation. Methodologies were developed to assess the relative priorities of technical cooperation proposals and requests, on the basis of position papers and on past experience which should be taken into account in the development of new programmes. Inputs from DSS studies were frequently used at the time of preparing advisory notes. Resident representatives valued their ability to involve local consultants. The mid-term reviews of country programmes have benefited from UNDP position papers prepared with the assistance of DSS consultants. DSS consultants have often been involved at the pre-project formulation stage by assisting in the preparation of project formulation frameworks.

255. DSS has allowed resident representatives to take initiatives which have strengthened local coordination arrangements. Studies were initiated on the experience and options for joint programming; the quality of development cooperation reports has frequently been enhanced with the assistance of DSS consultants, leading to a wider acceptance of the reports as a tool for coordination. DSS consultants were also instrumental in donor communities agreeing on a common approach towards the remuneration of national consultants and experts. Many resident representatives felt that the very fact that DSS allowed them to take initiatives in a number of substantive areas strengthened their coordinating role.

256. The importance of having a facility such as DSS is demonstrated by the manner in which it assisted resident representatives to develop programme initiatives relating to the global themes. In the area of environment, DSS was instrumental in assisting field offices and Governments to prepare, at short notice, country profiles and policy papers for UNCED; many field offices engaged DSS consultants to study the possibilities for the establishment of sustainable development networks. DSS allowed field offices to take initiatives to support intensified donor involvement in participatory and community development programmes with the involvement of NGOs. Many field offices used DSS to establish databases on local NGOs which, in one country for instance, resulted in the identification of those NGOs with experience in disaster-preparedness to ensure a more rapid response to natural disasters. Many DSS studies were undertaken to support women's involvement in development. Studies on women in

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development were used by field offices to create awareness and initiate policy dialogues with Governments and contributed to the formulation of national policies. DSS consultants were often involved as resource persons in workshops focusing on global themes.

257. As to the management of DSS funds, the Administrator is aware of the comments made by the Board of Auditors in its report, dated 30 June 1992, (A/47/5/Add.1, Supplement No. 5A), submitted to the General Assembly at its forty-seventh session. These comments were shared with the resident representatives. The Board questioned whether the guidelines provided sufficient guidance since they seem to cover almost any purpose related to development aid in general. In the opinion of the Board, it appeared at the discretion of the resident representatives how to use DSS funds. The Administrator does not disagree with the fact that the guidelines cover a wide spectrum of areas in which DSS can be used by resident representatives to enhance their substantive capacity. In the opinion of the Administrator, however, the wide spectrum merely reflects the many facets and challenging aspects of the role of UNDP in the field. These would seem to make a facility like DSS only more relevant. Resident representatives require a certain amount of additional substantive capacity to be able to function as an effective partner in the development process. Experience so far demonstrates that such additional capacity can be obtained in the form of short-term, mostly local, consultancies in a very cost-effective manner. The Administrator continues to believe that, within the framework of general guidelines, it should indeed be the resident representative in the first place who determines how the modest DSS funds can best help to develop and support the role of UNDP in the field. This is fully consistent with the UNDP policy on decentralization. The Administrator does not believe that a close and centralized involvement of headquarters beyond a general monitoring role would add much value. As mentioned by resident representatives themselves, the decentralized approach makes them at the same time fully responsible and accountable for the appropriate use of resources. The Board also suggested that close monitoring by headquarters would be required to avoid double-spending by different field offices for the same purpose. Resident representatives confirmed that DSS interventions are by definition very country-specific and that it would be very unlikely that such double-spending would occur.

258. In view of the above and in recognition of the positive feedback received from the field offices, the Administrator proposes to maintain the same allocation for DSS in real terms in the 1994-1995 biennium.

VIII. THE TRUST FUNDS: BUDGET ESTIMATES FOR THE 1994-1995 BIENNIUM

A. Overview

259. Within its appropriation structure, UNDP includes distinct appropriations for the resources of certain trust funds administered by UNDP. Currently, these include UNCDF, UNRFNRE/UNFSTD, UNSO, and UNIFEM. The budget of each trust fund, as reviewed and approved by the Governing Council, relates to its operational and administrative activities or, in a certain sense, its core budget.

260. Since the activities of the trust funds are financed through independent contributions, the post reductions applied to the core budget of UNDP were not, *ipso facto*, applied to the core budgets of the trust funds. Instead, the Administrator carefully reviewed the staffing requirements of each fund *vis-à-vis* the resource situation as well as the need to increase operational efficiency and productivity in the funds. This resulted in staffing and other adjustments in the trust funds that are discussed below. In accordance with paragraph 31 of Governing Council decision 91/46, resource projections for each fund have been included.

B. United Nations Capital Development Fund

261. A total of three posts (one P-3 and two General Service) have been abolished. Two General Service posts on the technical support budget will be eliminated. The savings from the abolition of the Professional post on the core budget are being redeployed to finance the reclassification of four posts from P-3 to P-4. The reclassification of the four country officer posts reflects the fact that the officers handle the programmes of several countries at all phases, from identification through formulation, implementation and evaluation. The officers operate with a high degree of autonomy and, therefore, must possess the necessary background and experience to serve as interlocutor with senior-level thematic and project-specific evaluation consultants, counterparts in bilateral aid, recipient countries and other agencies.

262. Some modest increases in general operating expenditures have been included for consultants, communications and systems development. The systems developments funds will be used to continue the UNCDF plan to automate most of its business processes. Finally, the cost increase in rent, maintenance and utilities reflects the Administrator's decision to charge the trust funds the direct cost for these items as opposed to the past practice of average costing.

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Table VIII.1. UNCDF: Resource planning table, 1990-1995

(Millions of dollars)

Description	1990-1991 Actual	1992-1993 Projected	1994-1995 Projected
Income			
Voluntary contributions	84.0	77.3	87.0
Cost-sharing contributions	0.5	0.8	0
Sub-trust funds	3.0	3.5	11.5
Other income	25.6	14.4	14.5
Total	113.1	96.0	113.0
Expenditure			
Project/programme support			
General resources	78.94	113.5	126.0 a/
Cost-sharing	0.49	0.4	0
Sub-trust funds	1.38	5.0	5.5
Biennial budget	8.34	10.7	11.8
Technical support budgets	0 b/	2.8	2.7
Total	89.15	132.4	146.0
Balance of unexpended resources	109.73	73.33	40.33

a/ Excludes $6.1 million of loan disbursed.

b/ As presented in the audited financial statements. An estimated amount of $2.5 million was presented in document DP/1991/49 (vol. 1).

C. United Nations Development Fund for Women

263. Only in the case of UNIFEM has the Administrator put forward a proposal for increased staffing. The increase requested is for one additional General Service post on the core budget to serve as receptionist; to manage the increase in telephone traffic generated as a result of the increased visibility of UNIFEM; and to control access to the UNIFEM offices. In addition, two Professional posts are proposed for reclassification from P-4 to P-5 and one from P-3 to P-4. The upgrading of these posts reflects the results of a reclassification exercise in which the posts were reviewed and results confirmed as accurate within the prevailing classification standards. The reclassifications confirm the UNIFEM need to have senior staff to fulfil the important mandate of UNIFEM as an advocate for women's issues on a world-wide basis.

264. Modest increases have been included under general operating expenditures for consultants, travel, alterations, systems development, and EDP hardware/software. UNIFEM also has cost increases for rent, maintenance and utilities as described above. The proposed increases are required to continue with the UNIFEM plan to devolve certain financial/programme approval authority to the field level. For example, projects of $25,000 or less under the Small Projects Facility and $60,000 or less under the Direct Action Ceiling will be approved directly at the field level in accordance with established guidelines. The related budgetary increases were presented to and approved by the UNIFEM Consultative Committee in January 1993.

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Table VIII.2. UNIFEM: resource planning table, 1990-1995

(Millions of dollars)

Description	1990-1991 Actual	1992-1993 Projected	1994-1995 Projected
Income			
Voluntary contributions	18.9	22.1	23.0
Cost-sharing contributions	1.6	3.0	3.0
Sub-trust funds	0.0	0.6	0.8
Other income	3.8	2.6	2.6
Total	24.3	28.3	29.4
Expenditure			
Project/programme support	0.9	1.0	1.0
General resources	16.1	22.0	22.0
Cost-sharing	0.3	1.2	1.0
Sub-trust funds	1.0	1.3	1.0
Biennial budget	3.7	5.6	6.6
Technical support budgets	1.3	1.6	1.9
Total	23.3	32.7	33.5
Balance of unexpended resources	13.2	8.8	4.7

D. United Nations Fund for Science and Technology for Development/United Nations Revolving Fund for Natural Resources Exploration

265. Adjustments for 1994-1995 include the downgrading of the Director's post from D-2 to D-1, cost increases for rent, maintenance and utilities as described above, and a decrease in the reimbursement for support services to UNDP.

Table VIII.3. UNFSTD/UNRFNRE: resource planning table 1990-1995

(Millions of dollars)

Description	1990-1991 Actual	1992-1993 Projected	1994-1995 Projected
Income			
Voluntary contributions	5.31	8.12	8.4
Cost-sharing contributions	1.18	0.7	0.7
Sub-trust funds	4.78	3.1	2.1
Other income	1.15	1.6	1.6
Total	12.42	13.52	12.80
Expenditure			
Project/programme support			
General resources	5.46	5.0	5.0
Cost-sharing	1.1	0.8	0.8
Sub-trust funds	3.07	3.5	3.5
Biennial budget	3.83	4.3	4.2
Technical support budgets	0.0 a/	2.1	2.3
Other	0.34	0.00	0.0
Total	13.80	15.70	15.80
Total of unexpended resources	6.5	4.32	1.32

a/ As presented in the audited financial statements. An estimated amount of $2.1 million was presented in document DP/1991/49 (vol. 1).

E. United Nations Sudano-Sahelian Office

266. With regard to the core budget, a total of two Professional posts have been abolished (one P-5 field post and one P-4 headquarters post). Furthermore, significant reductions have been made in general operating expenditures affecting temporary assistance, consultants, travel, systems development and EDP equipment. Direct costing for rent, maintenance and utilities have also been applied.

267. Two FSL posts located in the UNSO regional offices in Ouagadougou and Nairobi have been abolished from the institutional support budget for the UNDP-UNSO/UNEP joint venture. The net savings from these posts is being used to finance the establishment of one P-5 post under the budget for the joint venture. The joint venture is financed under the PSDA appropriation; these adjustments do not therefore affect the UNSO core budget.

268. The establishment of the P-5 post relates to the new directions UNSO has defined for itself to discharge more effectively its mandate, especially in the context emerging from UNCED. The level of responsibility involved reflects the new emphasis that will be given to greater support to policy, planning and enhancement of capacity at the national and regional levels and the enhancement of the technical basis of programme development in the field of drought and desertification. This new focus requires a modified mix within UNSO, with the need for more staff with specialized backgrounds.

Table VIII.4 UNSO: resource planning table, 1990-1995

(Millions of dollars)

Description	1990-1991 Actual	1992-1993 Projected	1994-1995 Projected
Income			
Voluntary contributions	11.5	6.6	10.0
Cost-sharing contributions	22.9	9.5	11.5
Sub-trust funds a/	5.6	5.1	3.4
Other income b/	7.3	3.1	3.3
Total	47.3	24.3	28.2
Expenditure			
Project/programme support			
General resources	7.8	12.5	14.0
Cost-sharing	17.2	18.6	18.0
Sub-trust funds	6.7	6.0	4.0
Biennial budget	5.3	8.0	8.0
Total	37.0	45.1	44.0
Balance of unexpended resources	52.3	31.5	15.7

a/ Does not include income received from management services agreements.

b/ Does not include income from UNDP-UNSO/UNEP joint venture.

F. Technical support budgets of the funds

269. In addition to the core budgets of the trust funds discussed above, three of the funds have technical support budgets. The rationale for the establishment of technical support budgets for UNCDF, UNRFNRE and UNIFEM was set forth in the context of the submission of the 1992-1993 budget to the Governing Council (DP/1992/49 (vol. I)). In accordance with paragraph 33 of Governing Council decision 91/46, the budgetary estimates for the technical support budgets of the three trust funds are set forth in the following table. Staffing information for the technical support budgets is provided in table 9 of the present document. The only material changes for 1994-1995 relate to (a) the decrease of the two General Service posts for UNCDF discussed above and (b) the application of direct costing for rent, maintenance and utilities, also discussed above.

Table VIII.5. Technical support budgets, 1992-1995

(Thousands of US dollars)

Item	UNCDF		UNIFEM		UNRFNRE	
	1992-1993	1994-1995	1992-1993	1994-1995	1992-1993	1994-1995
Established posts	1 158.1	1 105.4	641.0	677.9	1 141.0	1 205.5
Common staff costs	733.9	650.6	397.9	418.1	547.9	569.1
Subtotal	1 892.0	1 756.0	1 038.9	1 096.0	1 688.9	1 774.6
Temporary assistance/overtime	166.5	20.2	24.4	38.2	0.0	0.0
Consultants	146.4	68.3	82.1	97.6	58.5	63.1
Subtotal	312.9	88.5	106.5	135.8	58.5	63.1
Official travel	52.7	106.4	59.5	76.7	78.1	84.2
Contractual services	6.0	34.9	21.4	32.1	0.0	0.0
General operating expenditure	247.3	341.1	233.5	315.2	108.2	165.9
Supplies	13.5	18.1	8.8	16.2	0.0	0.0
Furniture/equipment	58.3	52.2	16.0	27.7	0.0	0.0
Reimbursement to UNDP	244.5	263.8	175.0	188.7	170.0	183.4
Subtotal	622.3	816.5	514.2	656.6	356.3	433.5
Grand total	2 827.2	2 661.0	1 659.6	1 888.4	2 103.7	2 271.2

ANNEX

Table 1. UNDP revised budget proposals for the 1992-1993 biennium, showing estimated extrabudgetary income from external sources

(Thousands of dollars)

	Appropriation estimates	Estimated extrabudgetary income	Total gross/net estimates
I. RESOURCES OF UNDP			
A. UNDP core activities			
Headquarters a/	148 253.6	23 297.7	171 551.3
Field offices	331 322.4	30 200.4	361 522.8
Gross UNDP core activities	479 576.0	53 498.1	533 074.1
Estimated income b/	32 000.0	0.0	32 000.0
Net UNDP core activities	447 576.0	53 498.1	501 074.1
B. Programme support and development activities			
Programme development activities	21 286.0	0.0	21 286.0
Project/programme implementation services			
DSS	5 788.7	0.0	5 788.7
OPS	32 793.3	33 269.9	66 063.2
IAPSO	5 669.4	2 681.4	8 350.8
UNV	30 728.2	1 829.0	32 557.2
National execution	2 690.6	0.0	2 690.6
Total project/programme implementation services	77 670.2	37 780.3	115 450.5
Programme support	2 300.0	0.0	2 300.0
Total programme support and development activities	101 256.2	37 780.3	139 036.5
C. Gross UNDP core activities			
Gross appropriations	580 832.2	91 278.4	672 110.6
Estimated income b/	32 000.0	0.0	32 000.0
Net UNDP resources	548 832.2	91 278.4	640 110.6
II. RESOURCES OF TRUST FUNDS			
UNCDF	10 766.0	0.0	10 766.0
UNFSTD and UNRFNRE	4 356.6	13.6	4 370.2
UNSO	8 004.3	3 547.6	11 551.9
UNIFEM	5 605.6	446.8	6 052.4
Total resources of trust funds	28 732.5	4 008.0	32 740.5
TOTAL UNDP APPROPRIATIONS			
Gross appropriations	609 564.7	95 286.4	704 851.1
Estimated income b/	32 000.0	0.0	32 000.0
Net UNDP resources	577 564.7	95 286.4	672 851.1

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a/ Headquarters extrabudgetary income represents income from external sources, exclusive of reimbursements to UNDP core from non-core units. The reimbursements are already included in the appropriation estimates of the non-core units.

b/ Includes estimated income of $32.0 million for host Government contributions in cash.

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Table 2. UNDP budget proposals for the 1994-1995 biennium, showing estimated extrabudgetary income from external sources

(Thousands of dollars)

	Appropriation estimates	Estimated extrabudgetary income	Total gross/net estimates
I. RESOURCES OF UNDP			
A. UNDP core activities			
Headquarters a/	149 359.4	23 396.8	172 756.2
Field offices	239 760.2	39 006.7	278 766.9
Gross UNDP core activities	389 119.6	62 403.5	451 523.1
Estimated income b/	36 700.0	0.0	36 700.0
Net UNDP core activities	352 419.6	62 403.5	414 823.1
B. Programme support and development activities			
Programme development activities	25 989.5	0.0	25 989.5
Support to the operational activities of the United Nations	96 981.7	0.0	96 981.7
Project/programme implementation services			
DSS	6 225.0	0.0	6 225.0
OPS	36 029.6	37 167.4	73 197.0
IAPSO	6 098.5	3 013.7	9 112.2
UNV	31 707.3	391.5	32 098.8
National execution	3 161.5	0.0	3 161.5
Total project/programme implementation services	83 221.9	40 572.6	123 794.5
Programme support	2 300.0	0.0	2 300.0
Total programme support and development activities	208 493.1	40 572.6	249 065.7
C. Gross UNDP core activities			
Gross appropriations	597 612.7	102 976.1	700 588.8
Estimated income b/	36 700.0	0.0	36 700.0
Net UNDP resources	560 912.7	102 976.1	663 888.8
II. RESOURCES OF TRUST FUNDS			
UNCDF	11 824.1	0.0	11 824.1
UNFSTD and UNRFNRE	4 243.4	13.6	4 257.0
UNSO	8 054.9	3 689.3	11 744.2
UNIFEM	6 640.0	467.1	7 107.1
Total resources of trust funds	30 762.4	4 170.0	34 932.4
TOTAL UNDP APPROPRIATIONS			
Gross appropriations	628 375.1	107 146.1	735 521.2
Estimated income b/	36 700.0	0.0	36 700.0
Net UNDP resources	591 675.1	107 146.1	698 821.2

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a/ Headquarters extrabudgetary income represents income from external sources, exclusive of reimbursements to UNDP core from non-core units. The reimbursements are already included in the appropriation estimates of the non-core units.

b/ Includes estimated income of $36.7 million for host Government contributions in cash.

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Table 3. Estimated distribution of gross biennial budget estimates by programme and organizational unit

(Thousands of dollars)

Organizational unit	1992-1993 estimates			1994-1995 estimates			
				Estimated additional requirements			
	1992-1993 Approved appropriation	Cost increase/ (decrease)	1992-1993 revised estimate	Volume increase/ (decrease)	Cost increase/ (decrease)	Total increase/ (decrease)	Total 1994-1995 estimates
I. UNDP CORE ACTIVITIES							
A. Headquarters							
Office of the Administrator							
Office of the Administrator	3 441.0	2.3	3 443.3	(82.2)	247.9	165.7	3 609.0
Division of Personnel	10 028.3	7.5	10 035.8	(419.3)	857.1	437.8	10 473.6
Policy and Coordination Office	2 558.1	48.3	2 606.4	(337.0)	163.7	(173.3)	2 433.1
Division of Audit and Management Review	3 958.6	35.5	3 994.1	(65.4)	298.7	233.3	4 227.4
Subtotal	19 986.0	93.6	20 079.6	(903.9)	1 567.4	663.5	20 743.1
Bureau for Programme Policy and Evaluation							
Bureau for Programme Policy and Evaluation	14 525.4	171.0	14 696.4	(1 249.7)	1 040.4	(209.3)	14 487.1
Division for Global and Interregional Programmes	1 674.1	16.8	1 690.9	(107.1)	126.4	19.3	1 710.2
Subtotal	16 199.5	187.8	16 387.3	(1 356.8)	1 166.8	(190.0)	16 197.3
Bureau of Finance and Administration							
Office of Assistant Administrator	5 842.8	(8.9)	5 833.9	(311.8)	416.9	105.1	5 939.0
Division of Finance	14 224.1	(446.8)	13 777.3	(2 407.9)	1 105.5	(1 302.4)	12 474.9
Division of Administration and Information Services	39 318.0	(16.9)	39 301.1	(3 228.2)	3 052.5	(175.7)	39 125.4
Subtotal	59 384.9	(472.6)	58 912.3	(5 947.9)	4 574.9	(1 373.0)	57 539.3
Bureau for External Relations							
Office of the Director	2 242.7	2.9	2 245.6	(376.3)	166.9	(209.4)	2 036.2
Governing Council Secretariat Division of External Relations	3 192.8	12.1	3 204.9	(36.3)	245.8	209.5	3 414.4
Division of Public Affairs	7 090.0	1.2	7 091.2	(48.4)	589.5	541.1	7 632.3
Resource Mobilization Unit	1 150.1	8.9	1 159.0	(16.4)	94.4	78.0	1 237.0
UNDP Office at Geneva	4 144.8	69.4	4 214.2	(17.5)	163.7	146.2	4 360.4
Subtotal	17 820.4	94.5	17 914.9	(494.9)	1 260.3	765.4	18 680.3
Regional Bureau for Africa	15 125.6	215.2	15 340.8	(1 462.7)	1 388.3	(74.4)	15 266.4
Regional Bureau for Arab States	4 985.9	(115.9)	4 870.0	(73.1)	323.8	250.7	5 120.7
Regional Bureau for Asia and the Pacific	8 290.0	115.5	8 405.5	(718.6)	790.1	71.5	8 477.0
Regional Bureau for Latin America and the Caribbean	5 226.0	62.3	5 288.3	(270.7)	386.5	115.8	5 404.1
Division for Europe and the Commonwealth of Independent States	853.5	201.4	1 054.9	749.4	126.9	876.3	1 931.2
Subtotal	34 481.0	478.5	34 959.5	(1 775.7)	3 015.6	1 239.9	36 199.4
Subtotal I.A	147 871.8	381.8	148 253.6	(10 479.2)	11 585.0	1 105.8	149 359.4

Table 3. (continued)

Organizational unit	1992-1993 estimates			1994-1995 estimates			
				Estimated additional requirements			
	1992-1993 Approved appropriation	Cost increase/ (decrease)	1992-1993 revised estimate	Volume increase/ (decrease)	Cost increase/ (decrease)	Total increase/ (decrease)	Total 1994-1995 estimates
B. Field offices							
Africa	139 052.3	480.4	139 532.7	(10 374.2)	15 601.5	5 227.3	144 760.0
Arab States	48 088.5	(976.9	47 111.6	(4 499.1)	5 626.7	1 127.6	48 239.2
Asia and the Pacific	75 432.9	(1 716.6)	73 716.3	(9 571.1)	7 540.9	(2 030.2)	71 686.1
Latin America and the Caribbean	49 460.1	659.2	50 119.3	(6 326.6)	6 067.8	(258.8	49 860.5
Europe	8 966.9	(142.3)	8 824.6	(2 570.8)	950.7	(1 620.1)	7 204.5
Europe: Commonwealth of Independent States	3 000.0	0.0	3 000.0	1 300.0	500.0	1 800.0	4 800.0
Subtotal	324 000.7	(1 696.2)	322 304.5	(32 041.8)	36 287.6	4 245.8	326 550.3
Field office support non-specific country	9 220.0	(202.1)	9 017.9	706.8	466.9	1 173.7	10 191.6
Subtotal I.B.	333 220.7	(1 898.3)	331 322.4	(31 335.0)	36 754.5	5 419.5	336 741.9
Subtotal, I.	481 092.5	(1 516.5)	479 576.0	(41 814.2)	48 339.5	6 525.3	486 101.3
II. PROGRAMME SUPPORT AND DEVELOPMENT ACTIVITIES							
A. Programme development activities							
Bureau for Programme Policy and Evaluation	8 070.2	(171.6)	7 898.6	0.0	807.3	807.3	8 705.9
Human Development Office	933.4	311.9	1 245.3	0.0	117.8	117.8	1 363.1
TCDC/INRES	3 653.0	139.4	3 792.4	(368.7)	358.5	(10.2)	3 782.2
Programme development activities: Field	8 079.7	270.0	8 349.7	2 781.6	1 007.0	3 788.6	12 138.3
Subtotal	20 736.3	549.7	21 286.0	2 412.9	2 290.6	4 703.5	25 989.5
B. Project/Programme Implementation Service							
DSS	5 788.7	0.0	5 788.7	0.0	436.3	436.3	6 225.0
OPS	32 275.0	518.3	32 793.3	0.0	3 236.3	3 236.3	36 029.6
IAPSO	5 675.1	(5.7	5 669.4	0.0	429.1	429.1	6 098.5
UNV	30 830.8	(102.6	30 728.2	(438.0)	1 417.1	979.1	31 707.3
National execution	2 680.4	10.2	2 690.6	150.0	320.9	470.9	3 161.5
Subtotal	77 250.0	420.2	77 670.2	(288.0)	5 839.7	5 551.7	83 221.9
C. Programme support	2 300.0	0.0	2 300.0	0.0	0.0	0.0	2 300.0
Subtotal, II.	100 286.3	969.9	101 256.2	2 124.9	8 130.3	10 255.2	111 511.4
TOTAL RESOURCES OF UNDP I, II.	581 378.8	(546.6)	580 832.2	(39 689.3)	56 469.8	16 780.5	597 612.7
III. TRUST FUNDS							
A. Bureau for Programme Policy and and Evaluation							
UNCDF	10 627.2	138.8	10 766.0	(137.0)	1 195.1	1 058.1	11 824.1
UNFSTD and UNRFNRE	4 481.2	(124.6)	4 356.6	(300.4)	187.2	(113.2)	4 243.4
UNSO	8 038.2	(33.9)	8 004.3	(997.1)	1 047.7	50.6	8 054.9
Subtotal	23 146.6	(19.7)	23 126.9	(1 434.5)	2 430.0	995.5	24 122.4
B. UNIFEM	5 347.4	258.2	5 605.6	297.0	737.4	1 034.4	6 640.0
Subtotal, III.	28 494.0	238.5	28 732.5	(1 137.5)	3 167.4	2 029.9	30 762.4
TOTAL APPROPRIATIONS (Subtotals I.,II.III.)	609 872.8	(308.1)	609 564.7	(40 826.8)	59 637.2	18 810.4	628 375.1

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Table 4(a). Estimated distribution of revised UNDP gross budget estimates for the 1992-1993 biennium by source of funds, apppropriation line and major category of expenditure
(Thousands of dollars)

Source of funds/appropriation line	Major categories of expenditures								
	Salaries and wages	Common Staff costs	Travel on official business	Contractual services	General operating expenses	Supplies and materials	Acquisition furniture/ equipment	Reimbursements	Total
I. RESOURCES OF UNDP									
A. UNDP core activities									
Field offices	144 040.5	101 776.4	6 356.1	4 101.6	46 731.5	7 400.6	14 701.7	6 214.0	331 322.4
Headquarters	63 533.2	39 282.8	4 974.9	4 741.5	24 285.5	1 885.1	3 130.5	6 420.1	148 253.6
Subtotal: UNDP core	207 573.7	141 059.2	11 331.0	8 843.1	71 017.0	9 285.7	17 832.2	12 634.1	479 576.0
B. Programme support and development activities									
Programme development activities	10 801.1	7 707.7	313.4	468.1	1 557.6	77.4	360.7	0.0	21 286.0
Project/programme implementation services									
DSS	5 788.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5 788.7
OPS	12 924.9	6 577.1	839.9	1 649.0	4 395.7	454.7	524.1	5 427.9	32 793.3
IAPSO	2 614.3	1 054.4	127.3	214.0	731.5	58.6	92.8	776.5	5 669.4
UNV	15 135.9	6 585.5	967.4	1 308.6	2 774.9	571.3	851.7	2 532.9	30 728.2
National execution	1 622.8	446.3	357.3	0.0	253.2	0.0	11.0	0.0	2 690.6
Subtotal: Project/ Programme Implementation Services	38 086.6	14 663.3	2 291.9	3 171.6	8 155.3	1 084.6	1 479.6	8 737.3	77 670.2
Programme Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2 300.0	2 300.0
Subtotal: programme support and development activities	48 887.7	22 371.0	2 605.3	3 639.7	9 712.9	1 162.0	1 840.3	11 037.3	101 256.2
Subtotal: Resources of UNDP	256 461.4	163 430.2	13 936.3	12 482.8	80 729.9	10 447.7	19 672.5	23 671.4	580 832.2
II. RESOURCES OF TRUST FUNDS									
UNCDF	4 551.2	2 558.6	490.6	168.9	1 144.4	84.9	296.0	1 471.4	10 766.0
UNFSTD and UNRFNRE	1 752.2	1 048.1	104.9	11.8	616.1	20.4	17.6	785.5	4 356.6
UNSO	2 704.5	1 769.4	332.2	62.8	1 169.9	77.5	205.8	1 682.2	8 004.3
UNIFEM	2 379.8	1 346.3	128.8	130.8	768.8	51.9	57.1	742.1	5 605.6
Subtotal: Resources of trust funds	11 387.7	6 722.4	1 056.5	374.3	3 699.2	234.7	576.5	4 681.2	28 732.5
TOTAL	267 849.1	170 152.6	14 992.8	12 857.1	84 429.1	10 682.4	20 249.0	28 352.6	609 564.7

Table 4(b). Estimated distribution of proposed UNDP gross budget estimates for the 1994-1995 biennium by source of funds, appropriation line and major category of expenditure
(Thousands of dollars)

Source of funds/appropriation line	Major categories of expenditures								
	Salaries and wages	Common Staff costs	Travel on official business	Con-tractual services	General operating expenses	Supplies and materials	Acquisition furniture/ equipment	Reimburse-ments	Total
I. RESOURCES OF UNDP									
A. UNDP core activities									
Field Offices	147 405.2	95 684.4	6 919.9	4 542.1	49 528.3	7 740.8	15 815.9	9 105.3	336 741.9
Headquarters	63 744.1	37 822.2	5 266.3	5 112.7	25 581.7	1 911.6	3 325.7	6 595.1	149 359.4
Subtotal: UNDP core	211 149.3	133 506.6	12 186.2	9 654.8	75 110.0	9 652.4	19 141.6	15 700.4	486 101.3
B. Programme support and development activities									
Programme development activities	14 055.7	8 855.5	276.9	391.7	1 907.5	101.0	401.2	0.0	25 989.5
Project/programme implementation services									
DSS	6 225.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6 225.0
OPS	14 433.6	7 086.5	906.1	1 795.1	4 890.8	489.6	568.7	5 859.2	36 029.6
IAPSO	2 821.8	1 093.3	136.2	232.0	813.2	62.4	101.7	837.9	6 098.5
UNV	15 512.7	6 735.0	989.6	1 372.3	2 892.2	601.5	867.4	2 736.6	31 707.3
National execution	1 368.8	468.6	348.9	0.0	413.2	11.0	24.0	527.0	3 161.5
Subtotal: Project/ Programme Implementation Services	40 361.9	15 383.4	2 380.8	3 399.4	9 009.4	1 164.5	1 561.8	9 960.7	83 221.9
Programme Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2 300.0	2 300.0
Subtotal: Programme support and development activities	54 417.6	24 238.9	2 657.7	3 791.1	10 916.9	1 265.5	1 963.0	12 260.7	111 511.4
Subtotal: Resources of UNDP	265 566.9	157 745.5	14 843.9	13 445.9	86 026.9	10 917.9	21 104.6	27 961.1	597 612.7
II. RESOURCES OF TRUST FUNDS									
UNCDF	4 789.6	2 634.9	503.1	300.6	1 594.5	91.3	322.8	1 587.3	11 824.1
UNFSTD and UNRFNRE	1 632.1	975.1	67.5	8.3	778.8	15.0	19.4	747.2	4 243.4
UNSO	2 567.5	1 696.4	225.5	31.1	1 472.1	71.0	176.5	1 814.8	8 054.9
UNIFEM	2 752.4	1 503.8	189.1	157.1	1 080.7	56.3	96.5	804.1	6 640.0
Subtotal: Resources of trust funds	11 741.6	6 810.2	985.2	497.1	4 926.1	233.6	615.2	4 953.4	30 762.4
TOTAL	277 308.5	164 555.7	15 829.1	13 943.0	90 953.0	11 151.5	21 719.8	32 914.5	628 375.1

Table 5. Estimated distribution by object of expenditure category of gross biennial budget estimates for UNDP core activities: 1992-1995

(Thousands of dollars)

Object of expenditure category	1992-1993 estimates			1994-1995 estimates			
				Estimated additional requirements			
	Approved appropriation	Cost increase/ (decrease)	Revised estimate	Volume increase/ (decrease)	Cost increase/ (decrease)	Total increase/ (decrease)	Total 1994-1995 estimates
Salaries and wages							
Established posts	198 045.3	(2 986.8)	195 058.5	(19 535.1)	22 707.6	3 172.5	198 231.0
Temporary posts	2 521.7	82.3	2 604.0	(191.2)	340.5	149.3	2 753.3
Temporary assistance	3 417.7	(64.4)	3 353.3	(314.4)	291.0	(23.4)	3 329.9
Consultants	3 527.7	(11.2)	3 516.5	(210.1)	253.2	43.1	3 559.6
Overtime	3 059.0	(17.6)	3 041.4	(153.4)	387.5	234.1	3 275.5
	210 571.4	(2 997.7)	207 573.7	(20 404.2)	23 979.8	3 575.6	211 149.3
Common staff costs							
Staff allowances	30 563.2	77.5	30 640.7	(5 832.5)	1 799.7	(4 032.8)	26 607.9
Pensions and medical	47 818.2	395.8	48 214.0	(5 446.3)	3 437.0	(2 009.3)	46 204.7
Education grants and travel	7 490.5	98.7	7 589.2	(682.2)	544.6	(137.6)	7 451.6
Home leave	5 316.2	0.0	5 316.2	(525.7)	378.7	(147.0)	5 169.2
Reassignment and travel	15 950.6	92.7	16 043.3	(1 459.6)	1 149.3	(310.3)	15 733.0
Appointment transfer and separation	12 275.2	0.0	12 275.2	(1 012.5)	888.6	(123.9)	12 151.3
Security	942.9	749.4	1 692.3	(306.2)	109.0	(197.2)	1 495.1
Training	7 863.8	(0.1)	7 863.7	(749.3)	561.9	(187.4)	7 676.3
Other common staff costs, including reimbursement of taxes	10 810.1	614.5	11 424.6	(1 161.3)	754.2	(407.1)	11 017.5
	139 030.7	2 028.5	141 059.2	(17 175.6)	9 623.0	(7 552.6)	133 506.6
Travel on official business							
Travel to official meetings	1 412.4	(13.0)	1 399.4	0.0	108.6	108.6	1 508.0
Other staff travel	9 882.5	49.1	9 931.6	(226.1)	972.7	746.6	10 678.2
	11 294.9	36.1	11 331.0	(226.1)	1 081.3	855.2	12 186.2
Contractual services							
Information contracts, including printing and binding	4 066.2	(29.0)	4 037.2	(25.7)	404.7	379.0	4 416.2
Translation	507.0	(4.7)	502.3	0.0	37.3	37.3	539.6
Systems development contracts	4 306.0	(2.4)	4 303.6	0.0	395.4	395.4	4 699.0
	8 879.2	(36.1)	8 843.1	(25.7)	837.4	811.7	9 654.8
General operating expenses							
Rental and maintenance of premises	30 544.6	(274.2)	30 270.4	(1 758.6)	3 344.3	1 585.7	31 856.1
Utilities	5 059.0	12.4	5 071.4	(298.9)	739.3	440.4	5 511.8
Rental and maintenance of furniture, equipment and supplies	10 564.4	(24.2)	10 540.2	(1 292.8)	1 529.9	237.1	10 777.3
Communications	17 544.0	(69.7)	17 474.3	(517.4)	2 032.1	1 514.7	18 989.0
Hospitality	606.7	4.4	611.1	(2.8)	94.7	91.9	703.0
Rental and maintenance of computer equipment	2 254.1	0.0	2 254.1	0.0	218.0	218.0	2 472.1
Miscellaneous services	4 893.1	(97.6)	4 795.5	(569.6)	574.8	5.2	4 800.7
	71 465.9	(448.9)	71 017.0	(4 440.1)	8 533.1	4 093.0	75 110.0

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Table 5. (continued)

Object of expenditure category	1992-1993 estimates			1994-1995 estimates			
				Estimated additional requirements			
	Approved appropriation	Cost increase/ (decrease)	Revised estimate	Volume increase/ (decrease)	Cost increase/ (decrease)	Total increase/ (decrease)	Total 1994-1995 estimates
Supplies and materials							
Stationery and office supplies	9 108.4	(46.3)	9 062.1	(849.5)	1 195.5	346.0	9 408.1
EDP supplies	223.6	0.0	223.6	0.0	20.7	20.7	244.3
	9 332.0	(46.3)	9 285.7	(849.5)	1 216.2	366.7	9 652.4
Acquisition of furniture and equipment							
Office furniture and equipment	6 610.8	(6.3)	6 604.5	(249.5)	707.6	458.1	7 062.6
Micro computers hardware/software	6 220.4	(0.1)	6 220.3	(126.9)	551.1	424.2	6 644.5
Vehicles	4 562.6	(12.7)	4 549.9	(134.3)	527.0	392.7	4 942.6
Security equipment	462.2	(4.7)	457.5	0.0	34.4	34.4	491.9
	17 856.0	(23.8)	17 832.2	(510.7)	1 820.1	1 309.4	19 141.6
Reimbursements							
Field office common service account	476.7	(9.2)	467.5	0.0	(5.6)	(5.6)	461.9
Contributions to CIS	0.0	3 000.0	3 000.0	1 300.0	500.0	1 800.0	4 800.0
Regional service centres	0.0	0.0	0.0	818.3	61.7	880.0	880.0
Contributions to joint activities	5 732.6	(3 456.5)	2 276.1	(100.0)	164.6	64.6	2 340.7
UNDP reimbursement to the United Nations	6 453.1	0.0	6 453.1	(200.6)	493.2	292.6	6 745.7
Standing Committee for Programme Matters	0.0	437.4)	437.4	0.0	34.7	34.7	472.1
	12 662.4	(28.3)	12 634.1	1 817.7	1 248.6	3 066.3	15 700.4
Grand total	481 092.5	(1 516.5)	479 576.0	(41 814.2)	48 339.5	6 525.3	486 101.3

Table 6 (a). Estimated distribution of revised UNDP gross budget estimates for the 1992-1993 biennium for electronic data processing and related expenditures a/

Major categories of expenditure (thousands of dollars)

Source of funds appropriation line	Staff costs	Systems development contracts	Leases, license maintenance	Acquisition of hardware software and EDP supplies	Shared computer services	Total
I. RESOURCES OF UNDP						
A. UNDP core activities						
Headquarters	6 156.8	1 521.2	2 219.8	2 539.0	48.3	12 485.1
Field offices	1 501.1	2 782.4	34.3	3 903.5	0.0	8 221.3
Subtotal: UNDP core activities	7 657.9	4 303.6	2 254.1	6 442.5	48.3	20 706.4
B. Programme support and development activities						
Programme development activities	0.0	206.1	0.0	263.9	0.0	470.0
Project/programme implementation services						
DSS	0.0	0.0	0.0	0.0	0.0	0.0
OPS	0.0	1 341.0	37.1	349.7	277.2	2 005.0
IAPSO	0.0	145.7	0.0	85.3	12.0	243.0
UNV	0.0	711.0	0.0	527.2	256.9	1 495.1
National execution	0.0	0.0	0.0	0.0	0.0	0.0
Total project/programme implementation services	0.0	2 197.7	37.1	962.2	546.1	3 743.1
Programme support	0.0	0.0	0.0	0.0	0.0	0.0
Total programme support and development activities	0.0	2 403.8	37.1	1 226.1	546.1	4 213.1
C. Total resources of UNDP	7 657.9	6 707.4	2 291.2	7 668.6	594.4	24 919.5
II. RESOURCES OF TRUST FUNDS						
UNCDF	0.0	22.8	59.4	256.7	0.0	338.9
UNFSTD and UNRFNRE	0.0	0.0	6.6	13.1	0.0	19.7
UNSO	0.0	44.5	3.1	105.7	0.0	153.3
UNIFEM	0.0	35.6	9.2	26.0	3.5	74.3
Total resources of trust funds	0.0	102.9	78.3	401.5	3.5	586.2
Total UNDP appropriations	7 657.9	6 810.3	2 369.5	8 070.1	597.9	25 505.7

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a/ This table is not fully representative of total EDP costs for UNDP. It shows only those items that are separately identifiable in the budget.

Table 6 (b). Estimated distribution of proposed UNDP gross budget estimates for the 1994-1995 biennium for electronic data processing and related expenditures a/

Major categories of expenditure (thousands of dollars)

Source of funds appropriation line	Staff costs	Systems development contracts	Leases, license maintenance	Acquisition of hardware software and EDP supplies	Shared computer services	Total
I. RESOURCES OF UNDP						
A. UNDP core activities						
Headquarters	5 655.0	1 661.0	2 434.8	2 775.7	51.8	12 578.3
Field offices	1 112.7	3 038.0	37.3	4 113.1	0.0	8 301.1
Total UNDP core activities	6 767.7	4 699.0	2 472.1	6 888.8	51.8	20 879.4
B. Programme support and development activities						
Programme development activities	0.0	110.0	0.0	314.6	0.0	424.6
Project/programme implementation services						
DSS	0.0	0.0	0.0	0.0	0.0	0.0
OPS	0.0	1 464.0	40.5	381.7	302.7	2 188.9
IAPSO	0.0	159.1	0.0	93.9	13.0	266.0
UNV	0.0	776.3	0.0	575.4	280.8	1 632.5
National execution	0.0	0.0	0.0	0.0	0.0	0.0
Total project/programme implementation services	0.0	2 399.4	40.5	1 051.0	596.5	4 087.4
Programme support	0.0	0.0	0.0	0.0	0.0	0.0
Total programme support and development activities	0.0	2 509.4	40.5	1 365.6	596.5	4 512.0
C. Total resources of UNDP	6 767.7	7 208.4	2 512.6	8 254.4	648.3	25 391.4
II. RESOURCES OF TRUST FUNDS						
UNCDF	0.0	150.9	64.8	280.5	0.0	496.2
UNFSTD and UNRFNRE	0.0	0.0	7.0	14.5	0.0	21.5
UNSO	0.0	13.0	3.5	62.1	0.0	78.6
UNIFEM	0.0	54.7	10.1	47.9	7.4	120.1
Total resources of trust funds	0.0	218.6	85.4	405.0	7.4	716.4
Total UNDP appropriations	6 767.7	7 427.0	2 598.0	8 659.4	655.7	26 107.8

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a/ This table is not fully representative of total EDP costs for UNDP. It shows only those items that are separately identifiable in the budget.

Table 7. UNDP estimates for the 1994-1995 biennium for activities financed from extrabudgetary sources, by source of funds and organizational unit

(Thousands of dollars)

Source of funds/organizational unit	Revised 1992-1993 estimates	Estimated increase (decrease)	1994-1995 estimates
I. SUPPORT SERVICES PROVIDED BY UNDP CORE ACTIVITIES TO UNDP NON-CORE ACTIVITIES, OTHER ORGANIZATIONS AND TRUST FUNDS			
A. Office of the Administrator			
Office of the Administrator	783.5	(6.4)	777.1
Planning and Coordination Office	405.9	0.0	405.9
Division of Personnel	5 749.9	(48.5)	5 701.4
Division of Audit and Management Review	2 838.7	676.3	3 515.0
Subtotal	9 778.0	621.4	10 399.4
B. Bureau for Finance and Administration			
BFA/Office of the Assistant Administrator	691.9	61.1	753.0
Division of Finance	4 319.5	97.4	4 416.9
Division of Administration and Information Services	8 808.5	138.5	8 947.0
Subtotal	13 819.9	297.0	14 116.9
C. Bureau for External Relations			
BER/Office of the Director	524.4	(361.4)	163.0
Division of External Relations and Governing Council Secretariat	655.1	0.0	655.1
Division of Public Affairs	233.0	0.0	233.0
Geneva Offices	318.5	(318.5)	0.0
Subtotal	1 731.0	(679.9)	1 051.1
D. Other			
Regional Bureau for Arab States	34.7	(34.7)	.0
Regional Bureau for Latin America and the Caribbean	325.6	11.4	337.0
Bureau for Programme Policy and Evaluation	256.4	4.5	260.9
Field office non-specific to country	759.2	0.0	759.2
Subtotal	1 375.9	(18.8)	1 357.1
Total support services provided by UNDP core activities to UNDP non-core activities, other organizations and trust funds	26 704.8	219.7	26 924.5
II. PROGRAMME AND ADMINISTRATIVE SUPPORT RELATED TO FIELD OFFICE ACTIVITIES.			
A. Field offices			
Africa	3 884.6	134.3	4 018.9
Arab States	10 216.3	549.4	10 765.7
Asia and the Pacific	3 821.7	170.0	3 991.7
Latin America and the Caribbean	11 234.5	5 912.3	17 146.8
Europe	256.3	7.6	263.9
Europe: CIS	612.2	1 422.4	2 034.6
Field office non-specific to country	174.8	610.3	785.1
Subtotal	30 200.4	8 806.3	39 006.7
B. Headquarters			
1. Office of the Administrator			
Planning and Coordination Office	345.5	20.5	366.0
Division of Personnel	1 359.7	(391.1)	968.6
Subtotal	1 705.2	(370.6)	1 334.6
2. Bureau for Programme Policy and Evaluation			
Bureau for Programme Policy and Evaluation	844.3	25.3	869.6
Division for Global and Interregional Programmes	831.6	35.9	867.5
Subtotal	1 675.9	61.2	1 737.1

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Table 7. (continued)

Source of funds/organizational unit	Revised 1992-1993 estimates	Estimated increase (decrease)	1994-1995 estimates
3. Bureau for Finance and Administration			
Division of Finance	1 270.1	(105.0)	1 165.1
Division of Administration and Information Service	345.6	(74.2)	271.4
Subtotal	1 615.7	(179.2)	1 436.5
4. Regional Bureaux			
Africa	1 414.1	64.2	1 478.3
Arab States	1 040.2	51.5	1 091.7
Asia and the Pacific	1 754.0	(766.9)	987.1
Latin America and the Caribbean	3 216.1	384.4	3 600.5
Division for Europe and CIS	708.5	24.7	733.2
Subtotal	8 132.9	(242.1)	7 890.8
Subtotal, II.B.	13 129.7	(730.7)	12 399.0
Total programme and administrative support related to field office activities	43 330.1	8 075.6	51 405.7
III. SUPPORT SERVICES PROVIDED BY UNDP NON-CORE ACTIVITIES FINANCED FROM EXTRABUDGETARY SOURCES IN RESPECT OF:			
OPS	33 269.9	3 897.5	37 167.4
IAPSO	2 681.4	332.3	3 013.7
UNV	1 829.0	(1 437.5)	391.5
UNSO			
UNSO	1 547.6	141.7	1 689.3
UNDP-UNSO/UNEP joint venture	2 000.0	.0	2 000.0
Total UNSO	3 547.6	141.7	3 689.3
UNIFEM	446.8	20.3	467.1
UNFSTD and UNRFNRE	13.6	.0	13.6
Total support services provided by UNDP non-core activities financed from extrabudgetary sources	41 788.3	2 954.3	44 742.6
Total UNDP activities financed from extrabudgetary sources	111 823.2	11 249.6	123 072.8

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Table 8. UNDP estimates for activities financed from extrabudgetary sources, by major category of expenditure, 1992-1995

(Thousands of dollars)

Major category of expenditure	UNDP CORE ACTIVITIES			PROGRAMME SUPPORT ACTIVITIES			TRUST ACTIVITIES		
	Revised 1992-1993 estimates	Estimated increase (decrease)	1994-1995 estimates	Revised 1992-1993 estimates	Estimated increase (decrease)	1994-1995 estimates	Revised 1992-1993 estimates	Estimated increase (decrease)	1994-1995
Salaries and wages	39 212.2	3 247.2	42 459.4	15 519.4	1 200.6	16 720.0	2 280.1	164.1	2 444.2
Common staff costs	15 508.6	895.8	16 404.4	7 818.4	484.9	8 303.3	1 287.3	(4.9)	1 282.4
Travel on official business	1 786.2	281.3	2 067.5	790.2	(13.6)	776.6	143.2	(1.1)	142.1
Contractual services	1 971.1	630.1	2 601.2	2 388.7	198.6	2 587.3	3.1	5.1	8.2
General operating expenses	6 569.4	2 943.3	9 512.7	5 069.1	582.5	5 651.6	244.1	1.4	245.5
Supplies and materials	676.7	257.0	933.7	588.1	(10.1)	578.0	21.0	(0.7)	20.3
Acquisition of furniture and equipment	3 599.9	37.4	3 637.3	995.3	(17.0)	978.3	29.2	(1.9)	27.3
Other expenditure	710.8	3.2	714.0	4 611.1	366.4	4 977.5	0.0	0.0	0.0
Total	70 034.9	8 295.3	78 330.2	37 780.3	2 792.3	40 572.6	4 008.0	162.0	4 170.0

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Table 9. Government local office cost contributions, 1994-1995

(Thousands of dollars)[a]

REGION/FIELD OFFICE	TOTAL COST OF OFFICE [b]	TOTAL LOCAL COST OF OFFICE [c]	SHARE OF LOCAL OFFICE COST [d]	WAIVER PERCENTAGE[e]	TARGET FOR GOVERNMENT LOCAL OFFICE COST CONTRIBUTION			NET COST OF OFFICE TO UNDP	NET COST OF OFFICE TO UNDP AS PERCENTAGE OF TOTAL COST OF OFFICE [f]
					IN KIND	IN CASH	TOTAL		
AFRICA									
ANGOLA	4 770.2	2 967.2	100.0	75.0	-	741.8	741.8	4 028.4	84.4
BENIN	3 068.2	2 136.9	100.0	75.0	91.0	443.2	534.2	2 534.0	82.6
BOTSWANA	2 371.2	1 527.4	100.0	50.0	-	763.7	763.7	1 607.5	67.8
BURKINA FASO	4 615.7	3 210.6	100.0	75.0	-	802.7	802.7	3 813.1	82.6
BURUNDI	3 547.0	2 122.4	100.0	75.0	40.3	490.3	530.6	3 016.4	85.0
REPUBLIC OF CAMEROON	4 025.1	2 617.3	100.0	50.0	-	1 308.7	1 308.7	2 716.5	67.5
CAPE VERDE	2 470.3	1 570.3	100.0	50.0	-	785.2	785.2	1 685.2	68.2
CENTRAL AFRICAN REPUBLIC	3 752.3	2 298.2	100.0	75.0	106.0	468.5	574.6	3 177.8	84.7
CHAD	4 120.9	2 448.2	100.0	75.0	-	612.1	612.1	3 508.9	85.1
COMOROS	2 494.5	1 487.9	100.0	75.0	91.0	281.0	372.0	2 122.5	85.1
CONGO	3 303.2	2 570.3	100.0	50.0	378.6	906.6	1 285.2	2 018.1	61.1
COTE D'IVOIRE	4 515.3	3 409.1	100.0	50.0	243.6	1 460.9	1 704.6	2 810.8	62.2
EQUATORIAL GUINEA	2 353.3	1 068.1	100.0	75.0	72.0	195.0	267.0	2 086.3	88.7
ERITREA	1 279.5	502.6	100.0	75.0	-	125.7	125.7	1 153.9	90.2
ETHIOPIA	5 104.6	2 319.6	100.0	75.0	-	579.9	579.9	4 524.7	88.6
GABON	3 848.4	3 144.9	100.0	25.0	-	2 358.7	2 358.7	1 489.7	38.7
GAMBIA	2 116.9	1 188.9	100.0	75.0	35.4	261.8	297.2	1 819.7	86.0
GHANA	2 748.0	1 557.1	100.0	75.0	402.0	7.9	409.9	2 338.1	85.1
GUINEA	3 225.6	1 888.1	100.0	75.0	81.6	390.4	472.0	2 753.6	85.4
GUINEA-BISSAU	3 221.5	1 936.7	100.0	75.0	-	484.2	484.2	2 737.3	85.0

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Table 9. (continued)

REGION/FIELD OFFICE	TOTAL COST OF OFFICE b/	TOTAL LOCAL COST OF OFFICE c/	SHARE OF LOCAL OFFICE COST d/	WAIVER PERCENTAGE e/	TARGET FOR GOVERNMENT LOCAL OFFICE COST CONTRIBUTION			NET COST OF OFFICE TO UNDP	NET COST OF OFFICE TO UNDP AS PERCENTAGE OF TOTAL COST OF OFFICE f/
					IN KIND	IN CASH	TOTAL		
KENYA	2 955.5	1 920.7	100.0	75.0	-	480.2	480.2	2 475.3	83.8
LESOTHO	2 655.9	1 622.7	100.0	75.0	-	405.7	405.7	2 250.2	84.7
LIBERIA	2 931.8	1 976.6	100.0	75.0	222.9	271.2	494.2	2 437.7	83.1
MADAGASCAR	2 211.4	1 099.4	100.0	75.0	-	274.9	274.9	1 936.6	87.6
MALAWI	3 106.8	1 876.5	100.0	75.0	324.2	144.9	469.1	2 637.7	84.9
MALI	5 470.8	3 856.9	100.0	75.0	-	964.2	964.2	4 506.6	82.4
MAURITANIA	3 044.8	1 935.6	100.0	75.0	-	483.9	483.9	2 560.9	84.1
MAURITIUS	1 367.0	943.3	34.4	25.0	-	707.5	707.5	659.5	48.2
SEYCHELLES	252.7	174.4	15.6	25.0	-	130.8	130.8	121.9	48.2
SUBTOTAL, MAURITIUS	1 619.7	1 117.7	100.0	-	-	838.3	838.3	781.4	48.2
MOZAMBIQUE	4 938.0	2 634.1	100.0	75.0	-	658.5	658.5	4 279.5	86.7
NAMIBIA	2 679.2	1 610.8	100.0	50.0	-	805.4	805.4	1 873.8	69.9
NIGER	3 896.6	2 779.1	100.0	75.0	328.5	366.3	694.8	3 201.8	82.2
NIGERIA	5 780.3	4 272.2	100.0	75.0	592.2	475.9	1 068.1	4 712.3	81.5
RWANDA	2 394.4	1 196.2	100.0	75.0	-	299.1	299.1	2 095.4	87.5
SAO TOME AND PRINCIPE	1 534.9	655.6	100.0	75.0	-	163.9	163.9	1 371.0	89.3
SENEGAL	4 840.8	3 667.9	100.0	75.0	15.3	901.7	917.0	3 923.8	81.1
SIERRA LEONE	2 937.3	1 786.7	100.0	75.0	121.3	325.4	446.7	2 490.6	84.8
SWAZILAND	1 693.6	954.8	100.0	50.0	-	477.4	477.4	1 216.2	71.8
TOGO	4 498.6	3 606.4	100.0	75.0	584.1	317.5	901.6	3 597.0	80.0
UGANDA	4 041.6	2 532.0	100.0	75.0	-	633.0	633.0	3 408.6	84.3
UNITED REPUBLIC OF TANZANIA	3 867.3	2 430.9	100.0	75.0	134.7	473.0	607.7	3 259.6	84.3
ZAIRE	4 012.9	2 564.1	100.0	75.0	-	641.0	641.0	3 371.9	84.0
ZAMBIA	3 226.5	1 580.2	100.0	75.0	-	395.1	395.1	2 831.5	87.8

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Table 9. (continued)

REGION/FIELD OFFICE	TOTAL COST OF OFFICE b/	TOTAL LOCAL COST OF OFFICE c/	SHARE OF LOCAL OFFICE COST d/	WAIVER PERCENTAGE e/	TARGET FOR GOVERNMENT LOCAL OFFICE COST CONTRIBUTION			NET COST OF OFFICE TO UNDP	NET COST OF OFFICE TO UNDP AS PERCENTAGE OF TOTAL COST OF OFFICE f/
					IN KIND	IN CASH	TOTAL		
ZIMBABWE	2 268.1	1 327.3	100.0	75.0	-	331.8	331.8	1 936.3	85.4
TOTAL, AFRICA	143 558.6	90 976.3	100.0	-	3 864.8	24 596.2	28 461.0	115 097.6	80.2
ASIA AND THE PACIFIC									
AFGHANISTAN	3 937.2	1 925.6	100.0	75.0	-	481.4	481.4	3 455.8	87.8
BANGLADESH	4 688.6	2 498.0	100.0	75.0	-	624.5	624.5	4 064.1	86.7
BHUTAN	1 641.0	484.2	100.0	75.0	44.5	76.5	121.1	1 520.0	92.6
CAMBODIA	3 052.2	1 418.5	100.0	75.0	-	354.6	354.6	2 697.6	88.4
CHINA	4 039.4	1 574.4	100.0	75.0	-	393.6	393.6	3 645.8	90.3
PEOPLE'S DEMOCRATIC REPUBLIC OF KOREA	1 684.8	550.8	100.0	75.0	-	137.7	137.7	1 547.1	91.8
FIJI	1 077.4	582.3	34.3	25.0	-	436.8	436.8	640.6	59.5
MICRONESIA	257.6	139.2	8.2	50.0	-	69.6	69.6	188.0	73.0
KIRIBATI	257.6	139.2	8.2	75.0	-	34.8	34.8	222.8	86.5
MARSHALL ISLANDS	172.8	93.4	5.5	25.0	-	70.0	70.0	102.7	59.5
PALAU	40.8	22.1	1.3	50.0	-	11.0	11.0	29.8	73.0
SOLOMON ISLANDS	716.1	387.1	22.8	75.0	-	96.8	96.8	619.4	86.5
TONGA	182.2	98.5	5.8	50.0	-	49.2	49.2	132.9	73.0
TUVALU	182.2	98.5	5.8	75.0	-	24.6	24.6	157.6	86.5
VANUATU	254.4	137.5	8.1	50.0	-	68.8	68.8	185.7	73.0
SUBTOTAL, FIJI	3 141.0	1 697.8	100.0	-	-	861.6	861.6	2 279.4	72.6
INDIA	5 015.4	3 651.2	100.0	75.0	950.0	-	950.0	4 065.4	81.1
INDONESIA	4 663.0	3 294.8	100.0	75.0	975.0	-	975.0	3 688.0	79.1
IRAN, ISLAMIC REPUBLIC OF	2 778.8	1 822.3	100.0	25.0	-	1 366.7	1 366.7	1 412.1	50.8
LAO PEOPLES DEMOCRATIC REPUBLIC	2 298.4	984.7	100.0	75.0	0.1	246.1	246.2	2 052.2	89.3
MALAYSIA	2 100.3	1 548.0	100.0	25.0	459.9	701.1	1 161.0	939.3	44.7

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Table 9. (continued)

REGION/FIELD OFFICE	TOTAL COST OF OFFICE [b]	TOTAL LOCAL COST OF OFFICE [c]	SHARE OF LOCAL OFFICE COST [d]	WAIVER PERCENTAGE[e]	TARGET FOR GOVERNMENT LOCAL OFFICE COST CONTRIBUTION			NET COST OF OFFICE TO UNDP	NET COST OF OFFICE TO UNDP AS PERCENTAGE OF TOTAL COST OF OFFICE [f]
					IN KIND	IN CASH	TOTAL		
MALDIVES	1 122.9	632.8	100.0	75.0	-	158.2	158.2	964.7	85.9
MONGOLIA	1 201.6	348.3	100.0	75.0	-	87.1	87.1	1 114.5	92.8
MYANMAR	4 109.7	2 724.7	100.0	75.0	-	681.2	681.2	3 428.5	83.4
NEPAL	2 667.1	1 380.9	100.0	75.0	-	345.2	345.2	2 321.9	87.1
PAKISTAN	3 862.0	2 310.1	100.0	75.0	-	577.5	577.5	3 284.5	85.0
PAPUA NEW GUINEA	2 074.5	1 216.7	100.0	50.0	-	608.4	608.4	1 466.2	70.7
PHILIPPINES	3 432.4	2 633.9	100.0	75.0	447.8	210.7	658.5	2 773.9	80.8
REPUBLIC OF KOREA	1 504.4	1 180.0	100.0	-	-	1 180.0	1 180.0	324.4	21.6
SAMOA	785.6	481.7	71.1	75.0	-	120.4	120.4	665.2	84.7
COOK ISLANDS	113.8	69.8	10.3	25.0	-	52.3	52.3	61.5	54.0
NIUE	80.7	49.5	7.3	25.0	-	37.1	37.1	43.6	54.0
TOKELAU	124.9	76.6	11.3	50.0	-	38.3	38.3	86.6	69.3
SUBTOTAL, SAMOA	1 104.9	677.5	100.0	-	-	248.1	248.1	856.8	77.5
SRI LANKA	2 517.6	1 303.3	100.0	75.0	187.3	138.5	325.8	2 191.8	87.1
THAILAND	4 544.2	3 082.9	100.0	50.0	-	1 541.5	1 541.5	3 002.8	66.1
VIET NAM	4 043.9	1 938.8	100.0	75.0	228.1	256.6	484.7	3 559.2	88.0
TOTAL, ASIA AND THE PACIFIC	71 225.3	40 880.2	100.0	-	3 292.7	11 276.9	14 569.5	56 655.7	79.5
ARAB STATES									
ALGERIA	2 105.1	1 384.3	100.0	25.0	194.1	844.1	1 038.2	1 066.9	50.7
BAHRAIN	1 395.7	1 000.4	100.0	-	120.5	879.9	1 000.4	395.3	28.3
DJIBOUTI	2 324.2	1 332.8	100.0	50.0	-	666.4	666.4	1 657.8	71.3
EGYPT	2 631.8	1 860.0	100.0	75.0	-	465.0	465.0	2 166.8	82.3
IRAQ	3 773.0	2 990.9	100.0	25.0	-	2 243.2	2 243.2	1 529.8	40.5
JORDAN	2 085.9	1 427.0	100.0	25.0	-	1 070.3	1 070.3	1 015.7	48.7

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Table 9. (continued)

REGION/FIELD OFFICE	TOTAL COST OF OFFICE b/	TOTAL LOCAL COST OF OFFICE c/	SHARE OF LOCAL OFFICE COST d/	WAIVER PERCENTAGE e/	TARGET FOR GOVERNMENT LOCAL OFFICE COST CONTRIBUTION			NET COST OF OFFICE TO UNDP	NET COST OF OFFICE TO UNDP AS PERCENTAGE OF TOTAL COST OF OFFICE f/
					IN KIND	IN CASH	TOTAL		
KUWAIT	444.8	61.6	100.0	-	61.6	-	61.6	383.2	86.1
LEBANON	2 262.7	1 305.6	100.0	50.0	-	652.8	652.8	1 609.9	71.1
LIBYAN ARAB JAMAHIRIYA	2 929.6	2 241.7	100.0	-	396.9	1 844.8	2 241.7	687.9	23.5
MOROCCO	2 683.9	1 962.3	100.0	50.0	-	981.2	981.2	1 702.8	63.4
OMAN	-	-	100.0	-	-	-	-	-	-
QATAR	439.5	124.8	100.0	-	124.0	0.9	124.9	314.6	71.6
SAUDI ARABIA	2 698.4	1 984.3	100.0	-	516.6	1 467.7	1 984.3	714.1	26.5
SOMALIA	3 458.6	1 403.8	100.0	75.0	-	351.0	351.0	3 107.7	89.9
SUDAN	7 058.5	3 942.8	100.0	75.0	114.0	871.7	985.7	6 072.8	86.0
SYRIAN ARAB REPUBLIC	2 177.7	1 304.1	100.0	50.0	-	652.1	652.1	1 525.7	70.1
TUNISIA	2 366.5	1 698.8	100.0	50.0	127.7	721.7	849.4	1 517.1	64.1
UNITED ARAB EMIRATES	1 104.8	739.9	100.0	-	271.9	468.0	739.9	364.9	33.0
YEMEN	4 948.4	2 887.9	100.0	75.0	-	722.0	722.0	4 226.4	85.4
TOTAL, ARAB STATES	46 889.2	29 653.1	100.0	-	1 927.4	14 902.5	16 829.9	30 059.3	64.1
EUROPE									
ALBANIA	1 064.0	583.8	100.0	50.0	208.2	83.7	291.9	772.1	72.6
BULGARIA	716.3	534.0	100.0	25.0	-	400.5	400.5	315.8	44.1
CYPRUS	467.2	467.2	100.0	-	102.7	364.5	467.2	-	-
POLAND	1 079.0	817.3	100.0	25.0	291.3	321.7	613.0	466.0	43.2
ROMANIA	752.0	430.8	100.0	25.0	152.7	170.4	323.1	428.9	57.0
TURKEY	3 706.4	3 018.8	100.0	50.0	-	1 509.4	1 509.4	2 197.0	59.3
YUGOSLAVIA	-	-	100.0	25.0	-	-	-	-	-
TOTAL, EUROPE	7 785.0	5 852.0	100.0	-	755.0	2 850.2	3 605.1	4 179.8	53.7

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Table 9. (continued)

REGION/FIELD OFFICE	TOTAL COST OF OFFICE b/	TOTAL LOCAL COST OF OFFICE c/	SHARE OF LOCAL OFFICE COST d/	WAIVER PERCENTAGE e/	TARGET FOR GOVERNMENT LOCAL OFFICE COST CONTRIBUTION IN KIND	IN CASH	TOTAL	NET COST OF OFFICE TO UNDP	NET COST OF OFFICE TO UNDP AS PERCENTAGE OF TOTAL COST OF OFFICE f/
LATIN AMERICA AND THE CARIBBEAN									
ARGENTINA	3 390.8	2 539.9	100.0	25.0	-	1 904.9	1 904.9	1 485.9	43.8
BARBADOS	819.0	575.5	28.8	-	140.4	435.1	575.5	243.5	29.7
ANGUILLA	186.5	128.2	6.9	50.0	-	64.1	64.1	122.4	65.6
ANTIGUA AND BARBUDA	202.7	139.3	7.5	25.0	-	104.5	104.5	98.2	48.5
VIRGIN ISLANDS	18.9	13.0	0.7	-	-	13.0	13.0	5.9	31.3
DOMINICA	213.6	146.8	7.9	25.0	-	110.1	110.1	103.5	48.5
GRENADA	227.1	156.1	8.4	50.0	-	78.0	78.0	149.0	65.6
MONTSERRAT	83.8	57.6	3.1	25.0	-	43.2	43.2	40.6	48.5
SAINT HELENA	-	-	100.0	75.0	-	-	-	-	-
SAINT CHRISTOPHER	202.7	139.3	7.5	25.0	-	104.5	104.5	98.2	48.5
SAINT LUCIA	202.7	139.3	7.5	25.0	-	104.5	104.5	98.2	48.5
SAINT VINCENT AND THE GRENADINES	337.9	232.2	12.5	50.0	-	116.1	116.1	221.8	65.6
SUBTOTAL, BARBADOS	2 495.0	1 727.3	100.0	-	140.4	1 173.1	1 313.5	1 181.4	47.4
BOLIVIA	2 269.4	1 176.8	100.0	75.0	-	294.2	294.2	1 975.2	87.0
BRAZIL	2 206.9	1 447.1	100.0	25.0	3.7	1 081.6	1 085.3	1 121.6	50.8
CHILE	3 445.0	2 641.9	100.0	25.0	552.0	1 429.4	1 981.4	1 463.6	42.5
COLOMBIA	2 025.4	1 361.2	100.0	50.0	-	680.6	680.6	1 344.8	66.4
COSTA RICA	1 348.1	752.6	100.0	25.0	-	564.5	564.5	783.7	58.1
CUBA	1 962.8	1 308.2	100.0	50.0	373.3	280.8	654.1	1 308.7	66.7
DOMINICAN REPUBLIC	2 285.4	1 638.9	100.0	75.0	311.8	97.9	409.7	1 875.7	82.1
ECUADOR	1 343.6	619.6	100.0	50.0	-	309.8	309.8	1 033.8	76.9
EL SALVADOR	1 834.0	1 071.5	100.0	50.0	12.5	523.2	535.7	1 298.3	70.8
BELIZE	141.4	82.2	7.2	25.0	-	61.7	61.7	79.7	56.4

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Table 9. (continued)

REGION/FIELD OFFICE	TOTAL COST OF OFFICE b/	TOTAL LOCAL COST OF OFFICE c/	SHARE OF LOCAL OFFICE COST d/	WAIVER PERCENTAGE e/	TARGET FOR GOVERNMENT LOCAL OFFICE COST CONTRIBUTION			NET COST OF OFFICE TO UNDP	NET COST OF OFFICE TO UNDP AS PERCENTAGE OF TOTAL COST OF OFFICE f/
					IN KIND	IN CASH	TOTAL		
SUBTOTAL, EL SALVADOR	1 975.4	1 153.7	100.0	-	12.5	584.9	597.4	1 378.0	69.8
GUATEMALA	1 583.7	980.0	100.0	50.0	3.6	486.4	490.0	1 093.7	69.1
GUYANA	1 310.8	653.1	100.0	75.0	89.0	74.3	163.3	1 147.5	87.5
HAITI	2 712.2	1 677.8	100.0	75.0	-	419.5	419.5	2 292.8	84.5
HONDURAS	1 747.8	948.7	100.0	75.0	-	237.2	237.2	1 510.6	86.4
JAMAICA	1 158.0	518.6	81.0	50.0	176.6	82.7	259.3	898.7	77.6
CAYMAN ISLANDS	67.7	25.0	5.4	25.0	-	18.8	18.8	48.9	72.3
TURKS AND CAICOS ISLANDS	170.4	63.0	13.6	50.0	-	31.5	31.5	138.9	81.5
SUBTOTAL, JAMAICA	1 396.1	606.7	100.0	-	176.6	133.0	309.6	1 086.5	77.8
MEXICO	2 063.9	1 314.1	100.0	25.0	-	985.6	985.6	1 078.3	52.2
NICARAGUA	2 429.8	1 387.2	100.0	75.0	38.1	308.7	346.8	2 083.0	85.7
PANAMA	1 713.3	1 140.6	100.0	25.0	92.3	763.1	855.5	857.9	50.1
PARAGUAY	1 176.4	597.4	100.0	50.0	111.9	186.8	298.7	877.7	74.6
PERU	2 038.7	1 284.6	100.0	50.0	-	642.3	642.3	1 396.4	68.5
TRINIDAD AND TOBAGO	885.8	386.6	70.7	25.0	2.4	287.6	290.0	595.9	67.3
ARUBA	46.3	20.1	3.7	-	-	20.1	20.1	26.1	56.5
NETHERLANDS ANTILLES	76.3	33.2	6.1	-	-	33.2	33.2	43.1	56.5
SURINAME	245.1	106.7	19.6	-	-	106.7	106.7	138.4	56.5
SUBTOTAL, TRINIDAD	1 253.5	546.7	100.0	-	2.4	447.7	450.1	803.5	64.1
URUGUAY	1 410.7	836.7	100.0	25.0	30.8	596.7	627.5	783.2	55.5
VENEZUELA	2 523.5	1 844.9	100.0	25.0	-	1 383.7	1 383.7	1 139.8	45.2
TOTAL, LATIN AMERICA AND THE CARIBBEAN	48 108.3	30 185.8	100.0	-	1 938.6	15 066.6	17 005.1	31 103.2	64.7
GRAND TOTAL	317 566.3	197 547.4	100.0	-	11 778.4	68 692.3	80 470.7	237 095.6	74.7

(Footnotes on following page)

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(Footnotes to table 9)

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a/ For comparative purposes, the table is denoted in United States dollars although government local office cost contributions are a local currency obligation.

b/ Includes government contributions in kind.

c/ Includes government contributions in kind. For countries with per capita gross national product (GNP) of $2,000 or more in 1989, it includes the cost of international staff except for the cost of the Resident Representative and Deputy Resident Representative (see Governing Council decision 85/16).

d/ If an office serves more than one country, the local office cost is apportioned according to the respective fifth cycle IPFs (1992-1996). However, 25 per cent of the office cost is separated as the initial obligation of the host country before the remaining 75 per cent is apportioned between all countries being served, including the host country.

e/ Waiver percentages are determined by comparing 1989 per capita GNP levels with the following waiver bands: 75 per cent if per capita GNP is $750 or less; 50 per cent if per capita GNP is within the range of $751 to $1,500; 25 per cent if per capita GNP is within the range of $1,501 to $2,000; 25 per cent if per capita GNP is within the range of $2,001 to $3,000; and 0 per cent if per capita GNP is above $3,000 ($4,200 for small island developing countries with a population of less than 2 million).

f/ Since some countries do not meet the minimum target contribution while others exceed it, the total of cash targets does not equal the Administrator's estimate of overall income from this source. Consequently, the net cost to UNDP is a theoretical figure in many instances.

Table 10. Proposed UNDP staffing requirements for the 1994-1995 biennium

		International Professional and above categories								General Service/FSL categories					Local staff categories			
Source of funds/appropriation		Asst. Admin	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Field Service	Senior Level	Other Level	Manual	Total	National Officers	Local staff	Total	Grand Total
I. RESOURCES OF UNDP																		
A. UNDP core activities																		
Headquarters posts																		
Budgetary	1992-1993 established	9	18	40	62	45	36	8	218	0	126	185	8	319	0	0	0	537
	1992-1993 temporary	0	1	0	1	0	0	0	2	0	0	0	0	0	0	0	0	2
	1992-1993 total	9	19	40	63	45	36	8	220	0	126	185	8	319	0	0	0	539
	1994-1995 established	7	16	40	65	49	18	5	200	0	127	147	6	280	0	0	0	480
	1994-1995 temporary	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	1
	1994-1995 total	7	16	40	66	49	18	5	201	0	127	147	6	280	0	0	0	481
Extrabudgetary	1992-1993 temporary	0	0	2	16	31	27	13	89	0	52	80	2	134	0	0	0	223
	1994-1995 temporary	0	0	1	16	32	27	13	89	0	52	79	2	133	0	0	0	222
Total	1992-1993	9	19	42	79	76	63	21	309	0	178	265	10	453	0	0	0	762
	1994-1995	7	16	41	82	81	45	18	290	0	179	226	8	413	0	0	0	703
Field office posts																		
Budgetary	1992-1993 established	0	33	68	95	111	98	43	448	46	0	0	0	46	396	2818	3214	3708
	1992-1993 temporary	0	0	0	1	12	3	0	16	0	0	0	0	0	0	0	0	16
	1992-1993 total	0	33	68	96	123	101	43	464	46	0	0	0	46	396	2818	3214	3724
	1994-1995 established	0	28	74	94	100	70	33	399	0	0	0	0	0	396	2612	3008	3407
	1994-1995 temporary	0	0	0	1	11	3	0	15	0	0	0	0	0	0	0	0	15
	1994-1995 total	0	28	74	95	111	73	33	414	0	0	0	0	0	396	2612	3008	3422
Extrabudgetary	1992-1993 temporary	0	0	1	0	9	12	5	27	1	0	0	0	1	49	628	677	705
	1994-1995 temporary	0	0	1	0	7	13	5	26	0	0	0	0	0	66	694	760	786
Total	1992-1993	0	33	69	96	132	113	48	491	47	0	0	0	47	445	3446	3891	4429
	1994-1995	0	28	75	95	118	86	38	440	0	0	0	0	0	462	3306	3768	4208
Total UNDP core activities																		
Budgetary	1992-1993 established	9	51	108	157	156	134	51	666	46	126	185	8	365	396	2818	3214	4245
	1992-1993 temporary	0	1	0	2	12	3	0	18	0	0	0	0	0	0	0	0	18
	1992-1993 total	9	52	108	159	168	137	51	684	46	126	185	8	365	396	2818	3214	4263
	1994-1995 established	7	44	114	159	149	88	38	599	0	127	147	6	280	396	2612	3008	3887
	1994-1995 temporary	0	0	0	2	11	3	0	16	0	0	0	0	0	0	0	0	16
	1994-1995 total	7	44	114	161	160	91	38	615	0	127	147	6	280	396	2612	3008	3903
Extrabudgetary	1992-1993 temporary	0	0	3	16	40	39	18	116	1	52	80	2	135	49	628	677	928
	1994-1995 temporary	0	0	2	16	39	40	18	115	0	52	79	2	133	66	694	760	1008
Total	1992-1993	9	52	111	175	208	176	69	800	47	178	265	10	500	445	3446	3891	5191
	1994-1995	7	44	116	177	199	131	56	730	0	179	226	8	413	462	3306	3768	4911

Table 10. (continued)

Source of funds/appropriation		International Professional and above categories								General Service/FSL categories					Local staff categories			
		Asst. Admin	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Field Service	Senior Level	Other Level	Manual	Total	National Officers	Local staff	Total	Grand Total
B. Programme support and development activities																		
Programme development activities																		
Budgetary	1992-1993 established	0	4	11	25	14	1	0	55	0	2	19	0	21	0	0	0	76
	1992-1993 temporary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1992-1993 total	0	4	11	25	14	1	0	55	0	2	19	0	21	0	0	0	76
	1994-1995 established	0	4	11	25	13	1	0	54	0	2	19	0	21	63	0	63	138
	1994-1995 temporary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1994-1995 total	0	4	11	25	13	1	0	54	0	2	19	0	21	63	0	63	138
Extrabudgetary	1992-1993 temporary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1994-1995 temporary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	1992-1993	0	4	11	25	14	1	0	55	0	2	19	0	21	0	0	0	76
	1994-1995	0	4	11	25	13	1	0	54	0	2	19	0	21	63	0	63	138
Project/programme implementation																		
OPS																		
Budgetary	1992-1993 established	1	1	7	14	11	8	4	46	0	24	47	0	71	0	0	0	117
	1992-1993 temporary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1992-1993 total	1	1	7	14	11	8	4	46	0	24	47	0	71	0	0	0	117
	1994-1995 established	1	1	7	14	11	8	4	46	0	24	47	0	71	0	0	0	117
	1994-1995 temporary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1994-1995 total	1	1	7	14	11	8	4	46	0	24	47	0	71	0	0	0	117
Extrabudgetary	1992-1993 temporary	0	0	1	16	15	12	3	47	0	26	57	0	83	0	0	0	130
	1994-1995 temporary	0	0	1	16	15	12	3	47	0	26	57	0	83	0	0	0	130
Total	1992-1993	1	1	8	30	26	20	7	93	0	50	104	0	154	0	0	0	247
	1994-1995	1	1	8	30	26	20	7	93	0	50	104	0	154	0	0	0	247
IAPSO																		
Budgetary	1992-1993 established	0	0	1	2	3	1	0	7	0	2	6	0	8	0	0	0	15
	1992-1993 temporary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1992-1993 total	0	0	1	2	3	1	0	7	0	2	6	0	8	0	0	0	15
	1994-1995 established	0	0	1	2	3	1	0	7	0	2	6	0	8	0	0	0	15
	1994-1995 temporary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1994-1995 total	0	0	1	2	3	1	0	7	0	2	6	0	8	0	0	0	15
Extrabudgetary	1992-1993 temporary	0	0	0	0	1	4	0	5	0	0	15	0	15	0	0	0	20
	1994-1995 temporary	0	0	0	0	1	4	0	5	0	0	15	0	15	0	0	0	20
Total	1992-1993	0	0	1	2	4	5	0	12	0	2	21	0	23	0	0	0	35
	1994-1995	0	0	1	2	4	5	0	12	0	2	21	0	23	0	0	0	35

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Table 10. (continued)

Source of funds/appropriation		International Professional and above categories								General Service/FSL categories					Local staff categories			
		Asst. Admin	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Field Service	Senior Level	Other Level	Manual	Total	National Officers	Local staff	Total	Grand Total
UNV																		
Budgetary	1992-1993 established	0	1	2	4	4	8	5	24	0	4	35	0	39	60	60	120	183
	1992-1993 temporary	0	0	0	4	3	3	0	10	0	1	21	0	22	0	0	0	32
	1992-1993 total	0	1	2	8	7	11	5	34	0	5	56	0	61	60	60	120	215
	1994-1995 established	0	1	2	4	4	8	5	24	0	4	35	0	39	60	60	120	183
	1994-1995 temporary	0	0	0	4	3	3	0	10	0	1	21	0	22	0	0	0	32
	1994-1995 total	0	1	2	8	7	11	5	34	0	5	56	0	61	60	60	120	215
Extrabudgetary	1992-1993 temporary	0	0	0	0	0	2	1	3	0	0	7	0	7	0	0	0	10
	1994-1995 temporary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	1992-1993	0	1	2	8	7	13	6	37	0	5	63	0	68	60	60	120	225
	1994-1995	0	1	2	8	7	11	5	34	0	5	56	0	61	60	60	120	215
Total project/programme implementation																		
Budgetary	1992-1993 established	1	2	10	20	18	17	9	77	0	30	88	0	118	60	60	120	315
	1992-1993 temporary	0	0	0	4	3	3	0	10	0	1	21	0	22	0	0	0	32
	1992-1993 total	1	2	10	24	21	20	9	87	0	31	109	0	140	60	60	120	347
	1994-1995 established	1	2	10	20	18	17	9	77	0	30	88	0	118	60	60	120	315
	1994-1995 temporary	0	0	0	4	3	3	0	10	0	1	21	0	22	0	0	0	32
	1994-1995 total	1	2	10	24	21	20	9	87	0	31	109	0	140	60	60	120	347
Extrabudgetary	1992-1993 temporary	0	0	1	16	16	18	4	55	0	26	79	0	105	0	0	0	160
	1994-1995 temporary	0	0	1	16	16	16	3	52	0	26	72	0	98	0	0	0	150
Total	1992-1993	1	2	11	40	37	38	13	142	0	57	188	0	245	60	60	120	507
	1994-1995	1	2	11	40	37	36	12	139	0	57	181	0	238	60	60	120	497
Total programme support and development activities																		
Budgetary	1992-1993 established	1	6	21	45	32	18	9	132	0	32	107	0	139	60	60	120	391
	1992-1993 temporary	0	0	0	4	3	3	0	10	0	1	21	0	22	0	0	0	32
	1992-1993 total	1	6	21	49	35	21	9	142	0	33	128	0	161	60	60	120	423
	1994-1995 established	1	6	21	45	31	18	9	131	0	32	107	0	139	123	60	183	453
	1994-1995 temporary	0	0	0	4	3	3	0	10	0	1	21	0	22	0	0	0	32
	1994-1995 total	1	6	21	49	34	21	9	141	0	33	128	0	161	123	60	183	485
Extrabudgetary	1992-1993 temporary	0	0	1	16	16	18	4	55	0	26	79	0	105	0	0	0	160
	1994-1995 temporary	0	0	1	16	16	16	3	52	0	26	72	0	98	0	0	0	150
Total	1992-1993	1	6	22	65	51	39	13	197	0	59	207	0	266	60	60	120	583
	1994-1995	1	6	22	65	50	37	12	193	0	59	200	0	259	123	60	183	635

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Table 10. (continued)

Source of funds/appropriation		International Professional and above categories								General Service/FSL categories					Local staff categories			
		Asst. Admin	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Field Service	Senior Level	Other Level	Manual	Total	National Officers	Local staff	Total	Grand Total
C. Total resources of UNDP																		
Budgetary	1992-1993 established	10	57	129	202	188	152	60	798	46	158	292	8	504	456	2878	3334	4636
	1992-1993 temporary	0	1	0	6	15	6	0	28	0	1	21	0	22	0	0	0	50
	1992-1993 total	10	58	129	208	203	158	60	826	46	159	313	8	526	456	2878	3334	4686
	1994-1995 established	8	50	135	204	180	106	47	730	0	159	254	6	419	519	2672	3191	4340
	1994-1995 temporary	0	0	0	6	14	6	0	26	0	1	21	0	22	0	0	0	48
	1994-1995 total	8	50	135	210	194	112	47	756	0	160	275	6	441	519	2672	3191	4388
Extrabudgetary	1992-1993 temporary	0	0	4	32	56	57	22	171	1	78	159	2	240	49	628	677	1088
	1994-1995 temporary	0	0	3	32	55	56	21	167	0	78	151	2	231	66	694	760	1158
Total	1992-1993	10	58	133	240	259	215	82	997	47	237	472	10	766	505	3506	4011	5774
	1994-1995	8	50	138	242	249	168	68	923	0	238	426	8	672	585	3366	3951	5546
II. RESOURCES OF TRUST FUNDS GROSS/NET APPROPRIATIONS																		
UNCDF																		
Budgetary	1992-1993 established	0	1	1	5	7	6	0	20	0	7	12	0	19	0	0	0	39
	1992-1993 temporary	0	0	3	1	1	0	0	5	0	0	6	0	6	0	0	0	11
	1992-1993 total	0	1	4	6	8	6	0	25	0	7	18	0	25	0	0	0	50
	1994-1995 established	0	1	1	5	11	1	0	19	0	7	12	0	19	0	0	0	38
	1994-1995 temporary	0	0	3	1	1	0	0	5	0	0	4	0	4	0	0	0	9
	1994-1995 total	0	1	4	6	12	1	0	24	0	7	16	0	23	0	0	0	47
Extrabudgetary	1992-1993 temporary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1994-1995 temporary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	1992-1993	0	1	4	6	8	6	0	25	0	7	18	0	25	0	0	0	50
	1994-1995	0	1	4	6	12	1	0	24	0	7	16	0	23	0	0	0	47
UNFSTD and UNRFNRE																		
Budgetary	1992-1993 established	0	1	1	1	2	0	0	5	0	3	5	0	8	0	0	0	13
	1992-1993 temporary	0	0	1	2	0	0	0	3	0	1	2	0	3	0	0	0	6
	1992-1993 total	0	1	2	3	2	0	0	8	0	4	7	0	11	0	0	0	19
	1994-1995 established	0	0	2	1	2	0	0	5	0	3	5	0	8	0	0	0	13
	1994-1995 temporary	0	0	1	2	0	0	0	3	0	1	2	0	3	0	0	0	6
	1994-1995 total	0	0	3	3	2	0	0	8	0	4	7	0	11	0	0	0	19
Extrabudgetary	1992-1993 temporary	0	0	0	1	0	0	0	1	0	0	1	0	1	0	0	0	2
	1994-1995 temporary	0	0	0	1	0	0	0	1	0	0	1	0	1	0	0	0	2
Total	1992-1993	0	1	2	4	2	0	0	9	0	4	8	0	12	0	0	0	21
	1994-1995	0	0	3	4	2	0	0	9	0	4	8	0	12	0	0	0	21

/...

Table 10. (continued)

Source of funds/appropriation		International Professional and above categories								General Service/FSL categories					Local staff categories			
		Asst. Admin	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Field Service	Senior Level	Other Level	Manual	Total	National Officers	Local staff	Total	Grand Total
UNSO																		
Budgetary	1992-1993 established	0	1	1	3	6	0	0	11	0	1	7	0	8	3	6	9	28
	1992-1993 temporary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1992-1993 total	0	1	1	3	6	0	0	11	0	1	7	0	8	3	6	9	28
	1994-1995 established	0	1	1	2	5	0	0	9	0	1	7	0	8	3	6	9	26
	1994-1995 temporary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1994-1995 total	0	1	1	2	5	0	0	9	0	1	7	0	8	3	6	9	26
Extrabudgetary	1992-1993 temporary	0	0	0	3	6	1	1	11	2	0	8	0	10	0	3	3	24
	1994-1995 temporary	0	0	0	4	6	1	1	12	0	0	8	0	8	0	3	3	23
Total	1992-1993	0	1	1	6	12	1	1	22	2	1	15	0	18	3	9	12	52
	1994-1995	0	1	1	6	11	1	1	21	0	1	15	0	16	3	9	12	49
UNIFEM																		
Budgetary	1992-1993 established	0	1	0	1	5	5	0	12	0	1	7	0	8	0	0	0	20
	1992-1993 temporary	0	0	0	1	2	0	0	3	0	0	3	0	3	0	0	0	6
	1992-1993 total	0	1	0	2	7	5	0	15	0	1	10	0	11	0	0	0	26
	1994-1995 established	0	1	0	3	4	4	0	12	0	1	8	0	9	0	0	0	21
	1994-1995 temporary	0	0	0	1	2	0	0	3	0	0	3	0	3	0	0	0	6
	1994-1995 total	0	1	0	4	6	4	0	15	0	1	11	0	12	0	0	0	27
Extrabudgetary	1992-1993 temporary	0	0	0	0	1	2	0	3	0	0	1	0	1	0	0	0	4
	1994-1995 temporary	0	0	0	0	1	2	0	3	0	0	1	0	1	0	0	0	4
Total	1992-1993	0	1	0	2	8	7	0	18	0	1	11	0	12	0	0	0	30
	1994-1995	0	1	0	4	7	6	0	18	0	1	12	0	13	0	0	0	31
Total resources of trust funds																		
Budgetary	1992-1993 established	0	4	3	10	20	11	0	48	0	12	31	0	43	3	6	9	100
	1992-1993 temporary	0	0	4	4	3	0	0	11	0	1	11	0	12	0	0	0	23
	1992-1993 total	0	4	7	14	23	11	0	59	0	13	42	0	55	3	6	9	123
	1994-1995 established	0	3	4	11	22	5	0	45	0	12	32	0	44	3	6	9	98
	1994-1995 temporary	0	0	4	4	3	0	0	11	0	1	9	0	10	0	0	0	21
	1994-1995 total	0	3	8	15	25	5	0	56	0	13	41	0	54	3	6	9	119
Extrabudgetary	1992-1993 temporary	0	0	0	4	7	3	1	15	2	0	10	0	12	0	3	3	30
	1994-1995 temporary	0	0	0	5	7	3	1	16	0	0	10	0	10	0	3	3	29
Total	1992-1993	0	4	7	18	30	14	1	74	2	13	52	0	67	3	9	12	153
	1994-1995	0	3	8	20	32	8	1	72	0	13	51	0	64	3	9	12	148

Table 10. (continued)

		International Professional and above categories								General Service/FSL categories					Local staff categories			
Source of funds/appropriation		Asst. Admin	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Field Service	Senior Level	Other Level	Manual	Total	National Officers	Local staff	Total	Grand Total
III. TOTAL UNDP APPROPRIATIONS																		
Budgetary	1992-1993 established	10	61	132	212	208	163	60	846	46	170	323	8	547	459	2884	3343	4736
	1992-1993 temporary	0	1	4	10	18	6	0	39	0	2	32	0	34	0	0	0	73
	1992-1993 total	10	62	136	222	226	169	60	885	46	172	355	8	581	459	2884	3343	4809
	1994-1995 established	8	53	139	215	202	111	47	775	0	171	286	6	463	522	2678	3200	4438
	1994-1995 temporary	0	0	4	10	17	6	0	37	0	2	30	0	32	0	0	0	69
	1994-1995 total	8	53	143	225	219	117	47	812	0	173	316	6	495	522	2678	3200	4507
Extrabudgetary	1992-1993 temporary	0	0	4	36	63	60	23	186	3	78	169	2	252	49	631	680	1118
	1994-1995 temporary	0	0	3	37	62	59	22	183	0	78	161	2	241	66	697	763	1187
Total	1992-1993	10	62	140	258	289	229	83	1071	49	250	524	10	833	508	3515	4023	5927
	1994-1995	8	53	146	262	281	176	69	995	0	251	477	8	736	588	3375	3963	5694
